US Army Corps
of Engineers®

S&A Pilot Study Report

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01 December 2003

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Executive Summary

Purpose and Goal of Study

Background

The Deputy Commander for Military Programs, MG Hunter, initiated the S&A Pilot Study (SAPS) by Memorandum dated 12 May 2000, Subject: Supervision and Administration (S&A) Construction Management Business Process Study. Then, by Memorandum dated 01 December 2000, Pilot Study on Managing Supervision and Administration (S&A) at the Project Level, BG Hawkins selected the Districts to participate in the Study (Appendix B). The purpose of the study was to review and study the Corps' current construction management practices and gather and analyze cost data by project to assist in developing recommendations for future decisions that would enhance efficiency, effectiveness and customer satisfaction of the construction management phases and Corps' project and program management business processes. A Project Management Plan (PMP) was developed to establish the scope, methodology and parameters of the study (Appendix C). The following Districts participated in the Pilot Study: Honolulu District, Kansas City District, Louisville District, Norfolk District, Omaha District and the Seattle District. Data collection began in October 2000 in Seattle and Norfolk and in December 2000 in Kansas City, Omaha, Honolulu and Louisville. Data collection concluded on 30 September 2002 for all Districts. The original period for data collection in the PMP was to be one year, but a second year's data was considered necessary by the Project Delivery Team (PDT) in order to adequately evaluate the data and provide recommendations. The fact that the Districts did not all begin data collection at the same time has no impact on the data or the conclusions and recommendations provided in this report.

Major Objectives Outlined in PMP

a. Determine the actual cost of the supervision and administrative (S&A) effort for each project managed under the flat rate military program. This data was analyzed and sorted by District, by office element, by size of project, by contract management type, and by funding type under each flat rate category (MILCON, OMA and DERP).
b. Provide recommendations regarding continuing to use the flat rate account method of charging, the adequacy of the individual rates, and the potential for looking at alternative charging methods such as direct charging, banding and variable rates in today's environment.
c. Determine the actual cost of the design during construction (DDC) effort for each project managed under the flat rate military program and evaluate the DDC effort and provide recommendations regarding the future of DDC charging practices.
d. Determine the actual cost of selected activities in an attempt to validate the previous LMI Study, by using the Louisville District Activity Based Costing (ABC) model for the construction management business processes.
e. Evaluate the requirement that the PM, with the PDT, be responsible for developing and maintaining the S&A budget for the selected test projects and for monitoring the actual expenses vs. the current budget throughout the life of the project.

Summary of Recommendations

1. Flat Rate Charging Business Process

Recommend continuation of the consolidated flat rate structure and charging practices to manage our MILCON, OMA and DERP construction contracts. The flat rates offer many advantages to the U.S. Army Corps of Engineers and the customers we serve. Actual S&A costs and resultant individual rates vary widely across all programs and, therefore, costs are difficult to accurately project due to many variables. The flat rate allows whatever resources are necessary to be assigned to a project to resolve problems without requesting additional funds from the customer no matter when those problems develop. The customer can remain confident that the Corps can respond quickly to S&A related issues as well as put the necessary resources on the ground early in the start-up phase and late in the closeout phase regardless of the income generated by that project. The flat rate also allows Districts to maintain their experienced staff during a low-income year for use when the program returns to a higher level.

2. Adequacy of the Flat Rate Structure

In developing the recommendations the S&A Pilot Study Team considered the following factors: the pilot study data collected, the overall S&A Headquarters data, effective rate and TLM trends, the impact of PMBP implementation on S&A, the Construction Capabilities Assessment Report information, the overall amount in the Headquarters "checkbook" account, and the impact to the customer. The team did not consider any positive impact of the HQ2012 initiative since enough information is not yet available to draw any conclusions regarding the impact to S&A.

MILCON Rates. Recommend upward adjustment of the CONUS S&A rate based on the information reviewed. The current S&A rate of 5.7% is inadequate for most projects based on the data collected. The MILCON rate for all projects for the entire collection period was 6.6%. This rate includes Honolulu's data. Without their data, the overall rate only drops to 6.5% since their program is small. Also, a review of the entire Corps Program indicated that the MILCON S&A central fund lost $4.3 million in FY01, $7.0 million in FY02 and $2.8 million in FY03 for a total of $14.1 million. Based on the study data, combined with the Headquarters data and other information, it is the consensus of the study team that there is a Corps-wide problem in this area. Thus, in order to maintain the required level of service, the S&A rates for MILCON should be raised. A raise in the rate will slow down the losses in the central S&A fund and will allow for the increase in costs due to such items as changes in effective rates and TLMs plus additional PM and PDT team member charges. It is therefore recommended that the CONUS MILCON S&A rate be increased from 5.7% to 6.0%. This is essentially restoring the rate to what it was before it was lowered in 1996. No increase to the OCONUS rate of 6.5% is recommended at this time. It is also recommended that the MILCON rates continue to be monitored, especially as we implement PMBP, to determine if the rates require further adjustment.

OMA Rates. Recommend upward adjustment of both the CONUS and OCONUS S&A rates based on the information reviewed. The current S&A rate of 6.5% (8.0% for Honolulu) is inadequate for most projects based on the data collected. The OMA rate for all projects for the entire collection period was 9.3%. Also, a review of the entire Corps Program indicated that the OMA S&A central fund lost $2.7 million in FY01, $4.7 million in FY02 but gained $2.8 million in FY03 for a total loss of $4.6 million. However, since the study data includes Honolulu District and since they have a significant OMA Program, it is appropriate to separate their data from the data set before a recommendation regarding the rate is made. With Honolulu's data removed, the rate for the collection period for the remaining Districts drops from 9.3% to 7.4%, still over the 6.5% flat rate. Honolulu's rate during the collection period was 12.6%, well in excess of the 8.0% flat rate. As with the MILCON Program discussed above, it would appear that there is a Corps-wide problem in this area given the loss of $4.6 million the last three years, despite the gain in FY03. Thus, it appears that there is a need to raise the OMA for both the 6.5% and 8.0% rates in order to maintain the required level of service to manage these projects. Since the study indicated a need to increase the OMA S&A rate, the team considered various alternatives as to how to bring this program back to a break-even status. Alternatives included increasing the CONUS OMA rate from 6.5% to 7.0% and the OCONUS rate from 8.0% to 8.5%; increasing the rates to close to the actual rates incurred during the study period; or reducing expenses on OMA projects. Consideration was given to the impact to the local customer but as with the MILCON rate, increasing effective rates and TLMs plus increased charges due to PMBP implementation indicate a need to raise the rate to at least slow the loss until some of these issues stabilize. Giving consideration to both the customer impacts and the losses being experienced, the general consensus of the study team is to increase both the CONUS and OCONUS rates by 0.5%, to 7.0% and 8.5% respectively. While this increase would not have been sufficient to solve the shortfall problem during the study period, the fact that there was not a loss in FY03 is a positive sign. However, a one-year gain is not enough to indicate the problem is solved. Thus, it is also recommended that the OMA rates continue to be monitored, especially as we implement PMBP, to determine if the rates require further adjustment.

DERP Rates. Recommend no adjustment of either the CONUS or OCONUS S&A rates based on the information reviewed. The current rate of 8.0% (8.5% OCONUS) for DERP is adequate based on the data collected in the study. The DERP rate for all projects for the entire collection period was 6.3% and a review of the entire Corps Program indicated that the DERP Program has not lost money since FY98. However, it should be noted that the overall rate in the study data is driven by the Omaha Program, which is nearly 75% of the placement collected. Since their rate is 6%, it drives the overall rate down significantly even though other Districts are slightly over the 8.0% flat rate. In view of this, lowering of the rate is not recommended at this time due to the limited data from the study and the fact that full implementation of PMBP across the Corps is just in the initial stages, which could later add more S&A expenses from the PM and Engineering organizations. Thus, further monitoring of the rate is in order as we implement PMBP. If the rate continues to be more than adequate consideration can be given to lowering the rate in the future.

Alternative Solutions (not recommended by study team).

One alternative to raising the rates now is to continue to monitor them while we implement PMBP and until we can determine the impact of such items as rising effective rates and TLMs. For the Districts involved in the study, emphasis on PMBP resulted in an increase in charging from PM and PDT members. Eventually these costs will stabilize as Districts come to terms with PMBP implementation. Also, we now have the potential positive impact of the HQ2012 initiative, which will also take time to realize. The central fund will provide that flexibility as long as it continues to remain solvent.

Another alternative to raising rates is to find ways to reduce expenses and become more efficient. Although it is the study team's position that construction resources are already constrained and that Districts are already using their S&A dollars efficiently, there are initiatives that may later lead to further efficiencies. For example, it is felt that full implementation of PMBP will lead to some efficiencies, but that is not currently considered a near term solution. Also, Headquarters 2012 may lead to efficiencies but that is also not a near term solution nor did the study team evaluate its impact. To summarize, the study team does not feel there is any significant way in the near term to identify enough efficiency, thus savings, to offset the losses occurring in the central fund.

A final alternative is simply to cut services. However, this is considered unacceptable from both a Corps and customer perspective.

3. Incorporate Flat Rate S&A Banding into Business Process

Not recommended. S&A banding would provide for higher rates for smaller projects and for such Programs as the Medical program. However, the flat rate account already incorporates the use of banding by use of the MILCON, OMA and DERP rates. Additional banding to further refine these rates into subcategories of work is not necessary to accomplish the overall balancing of the S&A expenses with the income generated. Neither is it considered important to band different programs or customers even though a case can be made for some isolated programs. However, these programs are so small in the overall scheme that not enough additional income would be developed to offset the customer impacts.

4. Incorporate Variable S&A Rates into Business Process

Not recommended. Variable S&A rates would provide for flexibility in dealing with our customers and would allow us to establish different targets for different projects. However, this could undermine the charging consistency across the Corps, raise questions from our customers why one District's charges are more than another for the same level of effort and potentially proliferate 'sweetheart deals' to the detriment of the overall flat rate account balances. It would also increase the negative competition between Districts and cause movement away from the Regional Business Center concept. We already have the ability to request waivers on certain projects and perform the work

on an at-cost basis plus we have always had the option of providing less than full services to our customer based on the actual costs of those services (such as QA only).

5. Incorporate Individual Project S&A Budgeting into Business Process

Recommended. Individual project budgeting by the PDT is essential in preparing the new generation of PMPs and resource plans and for implementing PMBP into all elements of the District. In the past, construction resource projections have been accomplished in functional areas. Since the majority of expenses involved in S&A are incurred by construction staff, the Chief of Construction has historically been responsible for management of the S&A account and has ensured that, over time, the resources are within the overall income generated or assigned S&A targets. Individual project budgets were not prepared in the past, although each District had their own method of estimating construction staff needs during the construction phase and developing office and Division budgets based on that analysis. Project Management, Engineering and Contracting Divisions were allocated a percentage to cover S&A expenses incurred by their organizations but this was not based on project needs but rather overall rule of thumb estimates. The experience of the Districts participating in the S&A Pilot Study indicates that the individual project budget process is good for identifying the estimated needs of a project and bringing the team members together to discuss project specifics (risks, staffing needs, etc.) but that rollups did not accurately represent overall staffing needs.

The study team majority opinion held that the process of getting PDT members to be engaged in the process of developing S&A budgets was helpful in the communication process and in increasing team ownership during a project. Thus, the study team recommendation is to require all Districts to prepare individual S&A project budgets. The rollup of those budgets, however, into an overall projected workload or operating budget formats in order to predict programmatic S&A District rates is considered inaccurate. Thus, while the majority of the study team did not recommend this step, it may be accomplished as a comparison to the District's normal process in the hopes that at some point in the future the results are of value. However, how a District arrives at overall S&A program budgets should be left up to the District and the Region. Chapter 8 addresses in detail roles of the PDT members.

6. Incorporate Individual S&A Project Cost Tracking into Business Process

Overall S&A Pilot Study Team Viewpoint. The consensus of the overwhelming majority of the team was not to recommend this process. Although there are benefits to the tracking of the expenses on individual projects, the costs involved in tracking those expenses appear to outweigh those benefits. The costs are estimated to be in the range of $1.5 to 2.0 million annually if all Districts were to track their expenses by project. However, the potential cost impact is very difficult to estimate due to the range of costs estimated by the Districts participating in the study. This is considered especially important in view of the fact that staffing constraints continue to worsen as S&A costs continue to rise in relation to the income being generated. Also, the accuracy of the charging is somewhat questionable and, thus, accurate conclusions would be difficult

even if the data was used in managing the projects. The experience of the study team indicates that the data collected during the study by the Districts was not used consistently to actually manage projects. Thus, if the data is expensive to collect; if the data itself is questionable; and if the data isn't used to manage the projects, it is not beneficial to expend the resources to collect the data.

Minority viewpoint. A minority viewpoint is considered valuable on this issue given the amount of discussion held in coming to a decision. A minority of the team does recommend this process. The benefits of having this data available to the PMs and PDTs would allow the teams to take advantage of the benefits alluded to above and listed later in this report. These include such items as increasing the ownership of the team in the project and allowing the team to evaluate their actual project level of effort and use this information to make improvements in the future. Furthermore, without actual costs to compare against, budgets would be less meaningful. Finally, while it is true that the data collected during the study by the Districts was not used consistently to actually manage projects with, it may be due to the fact that Districts were slow to develop budgets and processes for PMs and PDTs to use and PMs were initially reluctant to become engaged in the construction process. This should change with PMBP implementation. With more experience, it is believed that the data would become a useful tool for the PMs and PDTs.

7. Evaluate DDC Charging Practices

DDC is considered a necessary project expense during the construction phase to cover those expenses that are unforeseen and/or design related. The S&A flat rate concept did not envision covering these costs and cannot absorb these costs without an increase to the current S&A rates. During the S&A Pilot Study, the team attempted to clarify what is properly chargeable to S&A vs. DDC to develop consistency of charging practices during the study. This greatly benefited a rewrite of the P&D, S&A/ DDC policy, which was issued by Headquarters on 26 Mar 2003 and which did help to clarify what was chargeable to S&A vs. DDC. It is recommended that DDC continue to be a project resource, managed in accordance with the 26 Mar 2003 guidance.

8. Other Recommendations

DDC Flat Rate. It is recommended that DDC be charged as a flat rate to allow the proper effort be assigned to small projects just as large projects. It would be a tremendous advantage to be able to have a military flat rate DDC account to charge the post award design costs to. Benefits would include increased responsiveness on issues on small projects, consistent funding availability, consistency in charging practices and a reduction in the number of funding requests to customers. Management of this rate would be accomplished in the same manner as the S&A flat rates.

Chapter 1 – Introduction

Introduction

Report Format

This report has been prepared by the S&A Pilot Study Project Delivery Team and incorporates the collective view of the team. The structure of the report follows the deliverables as outlined in the original PMP. Some of the deliverables have been altered slightly and an explanation is included for any deliverable changed. This report contains descriptions, study findings, conclusions and recommendations for each of the deliverables based on the data collected and the processes used by each of the individual Districts. It includes a summary of all data collected during the study in various formats as noted in the details of the report under each deliverable. The recommendations that are provided include a discussion of the minority view if the recommendation was not a unanimous one.

Data Collection Overview

In order to attempt to ensure that the data set contained realistic charging based on project needs rather than being constrained by overall S&A targets, the PMP allowed all Districts to "properly charge to projects without being constrained by the current flat rate targets assigned to each District by the Division and Headquarters." This relief from the current rates was considered necessary to ensure the accuracy of the data between the various rates, to allow for the additional cost of the study itself, and to ensure that applicable costs from PM and Engineering were accurately reflected in the overall cost. However, this did not mean there was total relief from sound S&A funds management. Even given this allowance, Districts did not add construction staff simply to meet the requirements of project budgets being prepared. All Districts maintained normal staffing controls. However, this provision did allow Districts to charge to OMA and MILCON without regard to the individual rates plus it allowed PM and Engineering costs to increase without reducing construction staff. There were also some minor changes in charging practices relative to departmental overhead in an attempt to allow a more accurate picture of what was charged as an overhead expense versus charging directly to S&A.

The totals for placement and expense for the study period will not match the Headquarters data for placement and expense. This is because all Districts did not begin the study exactly at the same time plus the fact that some data has been removed from the data set to correct problems with that data. All Districts had some data issues although Seattle's data had the most variance due to a crossover between OMA and MILCON data. However, there is no impact on the recommendations due to this small portion of data being removed from the database.

Although a common approach was agreed upon for the collection of the data, each District set up the data collection process in CEFMS in a slightly different manner. Also, each District's approach to the preparation of the budget was different. This was done to evaluate several methods of preparing and managing budgets with the idea that more could be learned from several methods than from developing a single method. Also, since each District already had processes for preparing design budgets, flexibility was needed to allow each District to continue to use the processes they had in place. These slight variances had no impact on the recommendations. Overall processes were essentially the same and the data fields were identical.

The database where the data has been captured includes over 186,000 records. In order to review the data various reports and spreadsheets have been created consolidating the data. Many of these documents are included in the report itself plus in individual exhibits attached to the report. While this will create a lengthy report, the team considered it necessary to include the supporting data.

Data Collection Details

Data Formulation. At the on set of this study, requirements for analysis of costs were evaluated. It was apparent that it would be necessary to analyze data against various data elements. The following requirements were identified:

a. Cost tracking by Project. This included actual S&A expenditures, contractor earnings, and DDC (Design During Construction) for all of the five Districts' projects under their military program. It was estimated that there would be over 1000 projects.
b. The ability to determine changes in contract obligation amount during the study as well as original obligation amounts of construction contracts.
c. The ability to determine S&A rates by fund category (i.e., MILCON, OMA, DERP) and by fund type (i.e., MCA, FHNC, OMAF, etc).
d. The ability to determine S&A rates by contract management method. This is not the contract type, but groups of contract management methods. These are firm fixed price, design build, cost reimbursement, small business negotiated, IDIQ, and JOC.
e. The ability to determine actual costs by organization function. Five functions were defined: Construction (District), Construction (Field), Engineering, Project Management, Contracting, and Other.
f. Some costs, although chargeable to S&A, may not be practical to charge at the project level and were identified as multi-project expenses. Examples include costs for vehicles, QA lab validation, travel related to multiple projects and some field management costs when less than 15 minutes were spent on a project. A means to capture these costs and distribute the costs to each of the projects would be necessary.
g. Project costs at various stages of project completion needed to be evaluated. Initial placement and DDC for on-going projects would need to be collected. These amounts were called "study start" amounts.
h. The ability to evaluate costs on projects where a large percentage of the work was accomplished during the study.

Data Retrieval. It was determined that automated means of recording, retrieving, and manipulating the data would be necessary to ensure consistency, and provide for data summaries of various elements.

a. Programmers at the Huntsville Finance Center created SQL scripts to retrieve the required cost data from CEFMS. Each District created CEFMS Local Indicators and attached these "project" codes to cost Work Items associated with the project. These Local Indicators begin with a plus sign "+". The SQL cost program retrieves cost data including amount, month, and resource code for S&A, contractor earnings, and DDC. The cost data was retrieved from the COST_ACCOUNT_DETAIL table in CEFMS.
b. Costs were recorded and retrieved from each of the five District's CEFMS databases and combined in an offline database using desktop software. Costs were retrieved and combined about every 3 months.
c. For retrieving changes in obligation amount on contracts, the SQL program retrieves the obligation change amount from the OBLIGATION_AMEND table on work items with a "+" Local Indicator.
d. The SQL program retrieves and computes the study start amounts for placement and DDC. Two Districts started collecting data on October 1, 2000 and three started data collection on December 1, 2000. The program accounted for the various start dates.
e. All retrieved data was imported into a combined database composed of the following tables: tblTransaction, tblObligationChange, tblObligationInitial and tblDDCInitial. Other tables included tblLocalInd, tlkpOrgs, tlkpContrMgtGrp, tblMSC, tlkpFundTypeCode, tblLocalIndMultiProj and tlkpFundType.

Appropriate Charging of S&A and DDC Expenses

In order to ensure as much consistency as possible amongst Districts regarding charging practices, guidance was published by the study team as to what was chargeable to S&A and DDC (Appendix D). This guidance was based on the latest Headquarters guidance at the time but was in more detail.

Variables

There are many variables that impact the individual project S&A rates as well as the data that was collected from each District. Recognition of those variables is key to drawing accurate conclusions. The following is a listing of those variables and the potential impact on the rates for individual projects and overall data:

a. Project complexity – the more complex a project is, the higher the S&A expenses are. Thus, two equally priced projects can have considerably different S&A rates depending on the complexity of the project.
b. Project location – remote projects will have higher S&A rates than those in an area where several projects are close together, if all else is equal.
c. Quality of contractor – this can have a large impact on the resources necessary to staff a project. Despite the budgeted amount, once the contractor begins work, the staffing can either be much higher or lower than anticipated due to the overall quality of the contractor. The number of requests for information, the number of submittal rejections, their requests for equitable adjustments, their adherence to the schedule (or

lack thereof), the quality of the work and their safety record all contribute to the staffing level required.

d. Quality of design/work plan - this can have a large impact on the resources necessary to staff a project. Despite the budgeted amount, once the contractor begins work, the staffing can either be much higher or lower than anticipated due to the overall quality of the design. The number of requests for information and the number of modifications contribute to the staffing level required.
e. Customer – the customer can drive staffing levels before and after the budget is prepared. While the staffing should be based on the criticality of the project and the potential risks, often the customer requires many user requested changes or more inspection than normal.
f. Government or customer caused delays – delays always increase the S&A expenses due to staffing levels that are required longer than anticipated.
g. Charging practices – although guidance was published by the team in regard to what was chargeable to S&A and DDC, there are still inconsistencies between Districts, and probably even within Districts.
h. Organizational structure/function – this variable covers more than one factor. One issue is how the Districts are set up to perform such items as shop drawing review. One District may rely heavily on Engineering where another District may choose to set up a cell in an Area Office to review the same shop drawings. This will impact who is charging to S&A and possibly how much. The other factor is where people are physically located versus where they are organizationally assigned. This creates an appearance that costs are assigned to a District office element rather than a field element even though the staff is actually located in the field. This has an impact on the organizational split of S&A expenditures, but not on the total S&A expenses.
i. Effective rates – effective rates (retirement, leave benefits, health contributions, etc.) have continued to rise over the last few years in nearly all Districts. Thus, rates may be higher from one year to the next based only on the impact of effective rate rather than anything else.
j. Furniture purchases – this impacted costs in Honolulu since overhead rates increased as a result of a large furniture purchase in Construction Branch. The data was not changed to remove this impact since items like this do occur in Districts.
k. Vacancies – jobs being vacant impact the data in that expenses would be higher if the vacancies were filled. Although there will always be vacancies, the number of vacancies in Seattle District at the senior level in Construction was considered to be more than the norm.
l. Staffing above normal levels due to program slippage or carryover from small program year to higher one – even though the planned staffing was not considered excessive in any District, there were project slippages that resulted in additional staff being assigned to some projects over what was required. This is also a common occurrence and is probably close to reality so no adjustment is made.
m. Staffing below normal levels due to inadequate staffing or holding staff low because program trends are downward - this too is considered a common occurrence where there is not enough staff to adequately cover the work at any one point. Since this is also considered representative of balancing flat rate work, no adjustment is made.

n. Claims/disputes and effort expended with no project income – rates on a project can be artificially high at the end of the project as the staff works issues on claims, closeout, etc. while there is little income being generated.
o. HQ driven initiatives such as METL, Corps Path, PMBP, etc. – these initiatives impact overhead rates, driving up costs. While this is usually only a minor item, there have been more of these than normal.
p. Combined Departmental Overhead in FY02 in some Districts – some Districts operated during the entire study using a combined departmental overhead rates while others did not.
q. Accuracy of charging practices – while each District attempted to emphasize accurate charging, it is inevitable that charging is not as accurate as it should have been.
r. Overall makeup of the District's Program – the mix of MILCON, OMA, DERP and Civil Works between Districts will have an impact on the staffing levels and the ability to switch resources from one project to another. Districts with larger programs have more flexibility than Districts who do not.
s. Lack of DDC funding – this can cause costs that should be charged to DDC to be charged to S&A.
t. The following are not really considered variables since the data was sorted and analyzed according to these items: project size, customer, type of contract, appropriation. However, although these are not considered variables, there is an impact on the project S&A rates.

General Observations

Based on the experience of the PMs and PDTs in each District in implementing this pilot study plus based on the results of the data review, there are several general observations worth noting that were captured by the team.

a. Tracking actual expenses is time consuming and expensive and requires constant monitoring to assure consistency and accuracy.
b. The method used during the study does not exactly model actual at-cost charging practices since staff was still charging to a flat rate account.
c. Although preparation of S&A budgets increased across the Districts during the study they were rarely used as a management tool.
d. Flat rate work subsidizes at-cost work because of the non-availability of at-cost labor codes, late appropriations and inconsistent charging practices.
e. Task orders on JOC or IDIQ contracts experience a higher S&A rate than the flat rate for O&M. Scope preparation, a P&D function, may have been charged to S&A although it is policy and general practice to charge the customer for these direct expenses for pre-award functions.
f. Management of design-build projects is not less expensive than traditional design-bid-build projects. In fact, experience tells us that, while some tasks may be reduced (mods, RFIs, shop drawings), there are other required tasks which cause the costs to increase (managing the design portion of the contract, ensuring compliance with both the RFP and the design, resolving conflicts throughout the entire process).

Chapter 2 – Cost Required to Obtain Actual S&A Cost Data

Cost Required to Obtain Actual S&A Cost Data

Description

This is deliverable (a) from the PMP. It required an evaluation of the costs required to obtain actual S&A cost data on a project-by-project basis. The costs associated with the S&A Pilot Study are divided into two categories; one for the actual cost of the study itself and the other for the estimated cost of direct charging by project.

Data

Cost of the S&A Pilot Study. These costs include the cost of developing the PMP and establishing the scope of work involved, the cost to establish the method of data collection, the cost of the initial set-up of cost accounting procedures in each District, the cost to set up a system to use to develop and track budgets, the cost to train PMs in management of S&A and the cost of the team meetings held throughout the study. The costs will total approximately $850,000, including the estimated cost for Headquarters staff, by the time the study is complete. It should be noted that these costs represent approximately three years of work. Also, nearly all of this cost is for labor, which would have been expended whether the study was accomplished or not. Costs incurred by District through 30 September 2002 were…

a. Norfolk $88,129
b. Kansas City $97,923
c. Omaha $396,425 (Omaha's costs higher due to more S&A Pilot Study Team members; their involvement in developing the initial plan for tracking costs and the development of an automated S&A budgeting tool; plus due to the size of their program).
d. Seattle $107,212
e. Honolulu $ 92,550
f. Louisville $43,000
g. HQUSACE $100,000 (estimate)

Costs expended since 01 October 2003 have been minimal.

Cost of S&A Direct Charging. This includes the cost for project set-up, the additional cost for PDT members to charge their expenses to individual projects, monitoring charges and the additional cost of budgeting and managing individual project budgets. These costs have been estimated by the team based on the level of effort required to perform these tasks.

a. Cost to prepare detailed construction budgets. This is estimated to require between 8 and 12 manhours per project, or something less than $1,000. As expected, the level of effort depends on the project size, complexity of the project and the experience of the PM and PDT.
b. Cost to set up CEFMS codes. Since the study team had to set up ordering work items with local indicator codes, this takes slightly longer than a normal project. The time is

estimated to be between 30 minutes to an hour per project. If CEFMS was programmed to do this automatically, time would be reduced.

c. Cost to track expenses on an individual project basis. The time and cost to do this varied from District to District, from a low of 15 minutes per pay period per person on the average to many times that amount in one District due to the number of projects involved. Based on this data it is estimated that the cost of tracking ranged from $40,000 to $100,000 per year for most Districts to possibly several times that amount for Districts with a very large number of projects. Although this is a wide range and consensus could not be reached on the level of effort necessary to track expenses, the team did agree that tracking expenses by project would be a considerable amount when multiplied by the entire construction workforce across the Corps. For purposes of this report, the total across the Corps was estimated at $1.5 to $2.0 million annually (see Chapter 7). Regardless of the amount, though, the point is, it will be a significant amount.
d. Cost to manage individual project budgets. Most Districts did not reach the stage of the process where budgets were adequately managed and compared to actual data. However, it is estimated that budget management would require 2 to 4 hours per month, per project. This, of course, will vary from project to project depending on the issues involved.

Summary of Findings

The following captures the key points related to the cost of tracking S&A expenses for this pilot study.

a. Establishment of the process to be used for tracking costs took considerable effort.
b. The way a Districts sets up the work items in CEFMS can influence the cost of tracking.
c. Direct charging process required constant monitoring and management emphasis.
d. Costs for budgeting depend on project size and complexity and staff familiarity with the budgeting processes.
e. PMs and PDTs were slow to embrace the value of project level tracking and budgeting.
f. As staff becomes more comfortable with preparing project budgets, costs for preparing budget estimates should go down.
g. In order to develop a process for evaluating the data, an ACESS database was set up to retrieve data from CEFMS. It was combined with an EXCEL spreadsheet in order to organize the data and create the charts and briefing slides necessary for this project. Some changes to CEFMS could simplify this process.

Conclusions

Not applicable. Only cost data required under this deliverable

Recommendations

Not applicable. Only cost data required under this deliverable.

Chapter 3 – Actual S&A versus Flat Rate Income

Actual S&A Cost Data versus Flat Rate Income and Budgets

Description

This is deliverable (b) from the PMP. This deliverable compares the actual S&A costs charged to individual projects to the income generated by those projects at the flat rate and to the budgeted costs for those projects. Since only projects after a certain date required project budgets, only a portion of the actual cost data can be compared to the budgeted expense. Below is a summary of the roll-ups for each District. Exhibit 2 includes the individual project data.

Data

The tables below consolidate all of the data collected into a summary format.

TABLE 3-1 Placement and S&A Expenses-all projects

MILCON	PLACEMENT	S & A EXPENSE	RATE	INCOME	GAIN/(LOSS)
Honolulu	$ 83,836,231	$ 5,566,717	6.6%	$ 5,449,355	$ (117,362)
Kansas City	$ 168,439,846	$ 12,462,312	7.4%	$ 9,601,071	$ (2,861,241)
Norfolk	$ 153,816,060	$ 8,308,186	5.4%	$ 8,767,515	$ 459,329
Omaha	$ 186,960,412	$ 11,943,040	6.4%	$ 10,656,743	$ (1,286,297)
Seattle	$ 138,216,889	$ 9,689,201	7.0%	$ 7,878,363	$ (1,810,838)
MILCON Total	$ 731,269,438	$ 47,969,456	6.6%	$ 42,353,047	$ (5,616,409)

OMA	PLACEMENT	S & A EXPENSE	RATE	INCOME	GAIN/(LOSS)
Honolulu	$ 81,723,612	$ 10,258,019	12.6%	$ 6,537,889	$ (3,720,130)
Kansas City	$ 28,319,699	$ 2,170,355	7.7%	$ 1,840,780	$ (329,575)
Norfolk	$ 36,556,065	$ 3,096,361	8.5%	$ 2,376,144	$ (720,217)
Omaha	$ 42,762,040	$ 2,637,555	6.2%	$ 2,779,533	$ 141,978
Seattle	$ 31,264,652	$ 2,397,049	7.7%	$ 2,032,202	$ (364,847)
OMA Total	$ 220,626,068	$ 20,559,339	9.3%	$ 15,566,548	$ (4,992,791)

DERP	PLACEMENT	S & A EXPENSE	RATE	INCOME	GAIN/(LOSS)
Honolulu	$ 234,725	$ 3,914	1.7%	$ 19,952	$ 16,038
Kansas City	$ 5,506,354	$ 474,666	8.6%	$ 440,508	$ (34,158)
Norfolk	$ 1,429,537	$ 131,428	9.2%	$ 114,363	$ (17,065)
Omaha	$ 38,633,449	$ 2,310,946	6.0%	$ 3,090,676	$ 779,730
Seattle	$ 6,362,607	$ 352,210	5.5%	$ 509,009	$ 156,799
DERP Total	$ 52,166,672	$ 3,273,164	6.3%	$ 4,174,508	$ 901,344

MILCON income rate is 6.5% for Honolulu, all others is 5.7%.

OMA income rate is 8.0% for Honolulu, all others is 6.5%.

DERP income rate is 8.5% for Honolulu, all others is 8.0%.

TABLE 3-2 Placement and S&A Expenses on Projects Completed at Least 95%

MILCON	PLACEMENT	S & A EXPENSE	RATE	INCOME	GAIN/(LOSS)
Honolulu	$ 16,947,540	$ 1,231,344	7.3%	$ 1,101,590	$ (129,754)
Kansas City	$ 29,773,331	$ 1,576,686	5.3%	$ 1,697,080	$ 120,394
Norfolk	$ 27,752,796	$ 1,433,339	5.2%	$ 1,581,909	$ 148,570
Omaha	$ 44,249,012	$ 2,597,167	5.9%	$ 2,522,194	$ (74,973)
Seattle	$ 36,225,497	$ 2,005,061	5.5%	$ 2,064,853	$ 59,792
MILCON Total	$ 154,948,176	$ 8,843,597	5.7%	$ 8,967,626	$ 124,029

OMA	PLACEMENT	S & A EXPENSE	RATE	INCOME	GAIN/(LOSS)
Honolulu	$ 49,729,690	$ 4,620,916	9.3%	$ 3,978,375	$ (642,541)
Kansas City	$ 15,839,081	$ 1,150,428	7.3%	$ 1,029,540	$ (120,888)
Norfolk	$ 16,246,717	$ 1,011,042	6.2%	$ 1,056,037	$ 44,995
Omaha	$ 20,895,246	$ 1,335,950	6.4%	$ 1,358,191	$ 22,241
Seattle	$ 17,757,309	$ 1,027,072	5.8%	$ 1,154,225	$ 127,153
OMA Total	$ 120,468,043	$ 9,145,408	7.6%	$ 8,576,368	$ (569,040)

DERP	PLACEMENT	S & A EXPENSE	RATE	INCOME	GAIN/(LOSS)
Honolulu	$ 234,725	$ 3,914	1.7%	$ 19,952	$ 16,038
Kansas City	$ 615,849	$ 40,286	6.5%	$ 49,268	$ 8,982
Omaha	$ 2,729,338	$ 111,187	4.1%	$ 218,347	$ 107,160
Seattle	$ 822,907	$ 86,421	10.5%	$ 65,833	$ (20,588)
DERP Total	$ 4,402,819	$ 241,808	5.5%	$ 353,400	$ 111,592

MILCON income rate is 6.5% for Honolulu, all others is 5.7%.

OMA income rate is 8.0% for Honolulu, all others is 6.5%.

DERP income rate is 8.5% for Honolulu, all others is 8.0%.

TABLE 3-3 Comparison of rates for all projects vs. those completed to at Least 95%

District	MILCON All Data	MILCON 95%	OMA All Data	OMA 95%	DERP All Data	DERP 95%
Honolulu	6.6%	7.3%	12.6%	9.3%	1.7%	1.7%
Kansas City	7.4%	5.3%	7.7%	7.3%	8.6%	6.5%
Norfolk	5.4%	5.2%	8.5%	6.2%	9.2%	N/A
Omaha	6.4%	5.9%	6.2%	6.4%	6.0%	4.1%
Seattle	7.0%	5.5%	7.7%	5.8%	5.5%	10.5%
Total	6.6%	5.7%	9.3%	7.6%	6.3%	5.5%

Exhibit 1 includes the individual listing of all projects for all Districts. Exhibit 2 includes only those projects started and completed to at least 95% during the study. Exhibit 3 includes a listing of the projects where budgets were prepared. A summary table is not included for the budget information since it would be meaningless.

Summary of Findings.

Table 3-1. This table summarizes all data collected and indicates that nearly all Districts are individually over the flat rates for MILCON and OMA, with the overall totals also being over the flat rates. In contrast, the overall DERP is less than the flat rate although some Districts are over it individually. Since Honolulu has a different flat rate, it is appropriate to evaluate their data separately as well as the remaining Districts together as one set. Honolulu is just over their flat rate for MILCON but well over for OMA and well under for DERP. Honolulu has, by far, the largest OMA Program and smallest DERP Program so the impact of their data to the overall data is mostly on the OMA Program. The removal of the Honolulu data only slightly alters the overall totals shown for MILCON and DERP, but has a significant impact on the total rate for OMA. The OMA rate in Table 3-1 would drop from the 9.3% shown to 7.4%, which is still over the rate, but only about 1%. One other significant takeaway from Table 3-1 is the fact that the overall DERP rate is driven mostly by Omaha's projects, which accounts for 75% of the Program. Without Omaha's data the overall rate would be 7.1%, still under the flat rate, although some individual Districts are still over.

Table 3-2. Table 3-2, which summarizes only the data collected for projects that were completed to at least 95%, indicates that most of the Districts are individually under or close to the flat rates for MILCON and OMA, with the overall totals also being right at the flat rate for MILCON and over the flat rate for OMA. Like with the entire data set, DERP is less than the flat rate although one District is over it. Again, since Honolulu has a different flat rate, it is appropriate to evaluate their data separately. Honolulu is more over their MILCON flat rate and less over their OMA rate than they were for the entire data set. Removing Honolulu's data changes the overall rates in this table for MILCON from 5.7% to 5.5% and OMA from 7.6% to 6.4%. The DERP Program, like in Table 3-1 is driven by Omaha's Program. However, even though the overall rates for both MILCON and OMA are under their respective flat rates for the total data set without Honolulu, it should be noted that that costs will still be expended against many of these projects to complete and close them out. Thus, it does not represent the final cost of the work on these projects. Also, the 95% data set is very small and is not considered complete enough to draw any conclusions from.

Table 3-3. This Table compares the overall data rates with the rates for just the 95% data set. This is only shown for comparison purposes – the information has already been discussed above.

Exhibit 1. As can be seen by reviewing the individual project data in Exhibit 1, the rates fluctuate widely in all Programs for all Districts. This Exhibit includes all projects regardless of the phase the project was in at the start and end of the study period. Thus, projects that were nearly completed in October of 2000 (December for some Districts) and those just beginning in September 2002 are all included, which causes the overall rate to be slightly skewed upward generally. However, since this is actually representative of a normal Program; where there are projects just starting, projects in the

closeout phase, and projects in the middle of their construction phase, it is considered appropriate to evaluate the total data set.

Exhibit 2. Exhibit 2 includes the individual project data for only those projects that were 95% complete or greater during the study period. Many different data sets were looked at but the 95% data set provides the best pictures of rates for projects that were essentially complete. This gives a good summary of what typical rates might be for a project through the life of an entire project, although these rates also vary considerably. However, as noted above, costs will still be charged against these projects, which would result in the overall rates rising if we were to continue to collect data against those projects until their conclusion.

Exhibit 3. Exhibit 3 includes a listing of the projects where budgets were prepared. A summary table was not provided for this data set since the wide differences between the budgeted numbers and the actual expenses makes a summary chart meaningless. What can be concluded from the data available, however, is the fact that budgets did not accurately represent the actual S&A expenses that will be incurred on a project. This is due to many factors, but mainly due to the difficulty in preparing individual S&A construction budgets and the slow start in convincing the teams that budgets were added value. The difficulty in estimating is due to the fact that there are so many variables, such as the ability of the contractor and how good the design is. In addition to individual project variances, the data was not really useful in rolling up the budgets into an overall S&A rate for a District. This was due to the inaccuracy of the budgets as well as the fact that, since not all projects required a budget, there was not a complete set of budgeted numbers to create a total S&A picture. Thus, this data was not used by any of the Districts in developing their programmatic S&A rates that were submitted to Headquarters for lock-in. When budgets are prepared and kept updated for all projects and as the teams become more experienced in developing the budgets, budgets may be useful in developing programmatic S&A rates. However, all study team members feel that this will not be anytime soon and it is clear that all Districts will need to continue to prepare their programmatic projections as they currently are.

Conclusions

Individual S&A rates vary widely in all Programs in all Districts based on the many variables discussed earlier in the report. Overall S&A rates for both MILCON and OMA are over the flat rate targets. Budget preparation will be slow to develop and will require a cultural change and management emphasis. This will be consistent with the cultural change necessary to implement PMBP.

Recommendations

Not applicable. Only cost data required under this deliverable.

Chapter 4 – Evaluation of DDC Costs

Evaluation of DDC Costs and Impact on S&A

Description

This is deliverable (c) from the PMP. It requires an evaluation of the DDC costs and how it adds to the overall cost of managing construction projects. This deliverable required the collection of actual DDC costs charged to individual projects. These costs, combined with the S&A costs, define the total cost of post award support required to manage construction projects. For projects designed in-house, DDC includes costs for investigating and responding to design errors and omissions, modifications to correct design issues, user requests, review of critical shop drawings that are considered extensions of design, and site investigations related to design issues. For projects designed by Architect-Engineer firms, DDC costs only relate to shop drawings and user requests. Design related problems are resolved at the A/E's own expense. Below is a summary of the roll-ups for each District. Exhibit 1 includes the individual project data.

Data

The table below consolidates the data collected during the study period into a summary format. It also summarizes the total (S&A + DDC) costs to represent the entire post award effort.

TABLE 4-1 Placement and DDC Expenses

MILCON	PLACEMENT	DDC EXPENSE	DDC RATE	TOTAL EXPENSES	TOTAL RATE
Honolulu	$ 83,836,231	$ 542,976	0.6%	$ 6,109,693	7.3%
Kansas City	$ 168,439,846	$ 1,019,685	0.6%	$ 13,481,997	8.0%
Norfolk	$ 153,816,060	$ 228,046	0.1%	$ 8,536,232	5.5%
Omaha	$ 186,960,412	$ 1,153,138	0.6%	$ 13,096,178	7.0%
Seattle	$ 138,216,889	$ 176,983	0.1%	$ 9,866,184	7.1%
MILCON Total	$ 731,269,438	$ 3,120,828	0.4%	$ 51,090,284	7.0%
OMA					
Honolulu	$ 81,723,612	$ 447,135	0.5%	$ 10,705,154	13.1%
Kansas City	$ 28,319,699	$ 160,123	0.6%	$ 2,330,478	8.2%
Norfolk	$ 36,556,065	$ 137,142	0.4%	$ 3,233,503	8.8%
Omaha	$ 42,762,040	$ 101,355	0.2%	$ 2,738,910	6.4%
Seattle	$ 31,264,652	$ 1,477,737	4.7%	$ 3,874,786	12.4%
OMA Total	$ 220,626,068	$ 2,323,492	1.1%	$ 22,882,831	10.4%

Total Expenses includes DDC and S&A.

Exhibit 1 includes the individual listing of all projects for all Districts. Exhibit 2 includes only those projects that were started and completed to at least 95% during the study.

Summary of Findings

Background Information. ER 415-1-16 provided guidance as to what costs were chargeable to S&A and DDC. However, despite this guidance on charging practices, there were still areas open to interpretation. Subsequently, by CEMP-MD/CEMP-EE (415) memo dated 14 October 1998, subject, Post-Award Engineering Services, further guidance was provided on DDC due to the fact that the line item, which had previously funded DDC, was eliminated from the CWEs. DDC was now to be taken out of project contingencies. It is important to understand that the requirements for DDC were not eliminated, only the funding source. As a result, projects suffered and customers complained due to the requirement to use contingency for DDC costs. In order to help further clarify what was chargeable to S&A and DDC plus provide for a consistent interpretation by all of the Districts, one of the initial initiatives of the pilot study team was to develop revised guidance. This additional guidance was provided to all Districts during the first year of the pilot study. Even with the USACE guidance on S&A and the additional pilot study information, there were probably minor inconsistent practices amongst the Districts in interpretation in those areas not specifically addressed in the guidance. Additionally, the emphasis placed by the Districts in requiring shop drawings submitted for approval will cause further differences in the amount being charged to DDC. These facts make it difficult to compare costs across Districts.

DDC Data Evaluation. The above table indicates a wide range of DDC expenses across Districts, partially due to the items discussed above, but also do to differences in the number of user requested changes and in the overall District processes. Also, for OMA work, Seattle District's rate of 4.7% includes the efforts of the Small Projects Team, which skews the data. However, one fact is clear. DDC is a necessary project expense in all Districts and each District must determine the level of effort necessary for their projects. Exhibits 2 and 3 both confirm that, like S&A, DDC costs vary significantly from project to project. Of note is the fact that on small projects there is very little money to cover DDC activities. This makes it very difficult to resolve design issues, without requesting additional funds from the customer. However, costs for design user changes and unforeseen conditions would still be requested from project funds, not S&A. Another item of note is that not all projects included DDC expenses. This probably confirms the fact that DDC expenses may have been charged to S&A when DDC is unavailable. Finally, although DDC expenses have always been tracked individually by project, there is reason to believe that the data set is not complete due to problems with the linkages to project local indicators. This fact, however, does not impact the recommendations of the study team.

Elimination of DDC. USACE has given consideration to eliminating the DDC cost category all together, which would require all costs after construction award to be covered by S&A. However, as can be seen by Table 4-1 above, the total S&A rates during the study would go from 6.6% to 7.0% for MILCON and from 9.3% to 10.4% on OMA. This would eliminate any confusion regarding charging practices after award plus would also clear up confusion on the part of our customers as to why they must pay for DDC when there is S&A. Also, the overall cost to the customer would not really change

since they are already paying both S&A and DDC. However, we would still need to deal with the negative perception that we raised our rates to account for this adjustment.

Conclusions

DDC is a necessary project expense needed to assure delivery of a complete and useable facility as well as a quality product. If DDC were to be eliminated these additional costs would need to be included in the S&A expenses, resulting in either a rise to the S&A charges or elimination of some S&A effort at the risk of customer satisfaction and/or an unacceptable facility. Although this would eliminate any confusion over what is chargeable to S&A and what is a DDC expense, the result would be an increased overall rate. Current S&A/DDC guidance issued by HQ on 26 Mar ’03 is an improvement over previous guidance and re-establishes DDC as a CWE item to be funded ‘up front’ based on PMP estimates.

Recommendations

DDC should remain a project expense, separate from S&A. DDC should be a separately funded item rather than taken from contingency. During the pilot study period the current guidance for DDC was reviewed by the study PDT and recommendations were provided to HQ staff regarding revisions to the regulation. As a result, new guidance was issued by CEMP-M/CERM-B on 26 Mar ‘03. Enclosed as Appendix E is a copy of this guidance. In addition to this guidance, it is recommended that consideration be given to creating a flat rate account for DDC to balance the needs of small projects with those of the larger projects. This would provide the same benefits to both the PDTs and the customer as the S&A flat rates do as they attempt to balance the needs of the projects with the available funding.

Chapter 5 – Evaluation of S&A Expenses by Organization

Evaluation of S&A Expenses by Organization

Description.

This is deliverable (d) from the PMP. This deliverable required an analysis of actual S&A and DDC costs charged to individual projects by the PMs, engineering team members, construction team members, and others allowed to charge directly to S&A by regulation. Below is a summary of the roll-ups for each District plus a chart showing the PM charges plotted over the study duration. There is no project by project listing of this information included with this report since it is not considered necessary for drawing conclusions. However, some PMs and S&A managers did use the information that was available to determine where the project S&A expenses were being charged.

Data

Table 5-1. The table below consolidates the S&A data into a summary format.

TABLE 5-1 Percentage of Total S&A Expenses by Organization

MILCON	CONST	CONTR	ENGRG	FIELD	OTHER	PPMD
Honolulu	21.1%	0.1%	0.4%	72.7%	0.0%	5.7%
Kansas City	16.2%	0.1%	4.5%	70.8%	0.0%	8.4%
Norfolk	8.9%	1.1%	5.1%	78.1%	1.2%	5.6%
Omaha	18.1%	0.0%	0.3%	75.4%	0.5%	5.7%
Seattle	36.6%	0.0%	4.6%	47.4%	0.2%	11.2%
MILCON Total	20.1%	0.2%	3.1%	68.7%	0.4%	7.5%
OMA						
Honolulu	14.3%	0.0%	1.3%	74.0%	0.0%	10.3%
Kansas City	4.8%	0.4%	1.5%	91.9%	0.0%	1.4%
Norfolk	9.9%	1.9%	2.7%	74.3%	2.3%	8.9%
Omaha	16.8%	0.0%	2.1%	73.4%	0.0%	7.7%
Seattle	13.6%	0.1%	1.1%	57.6%	0.5%	27.2%
OMA Total	12.9%	0.3%	1.6%	74.0%	0.4%	10.8%
DERP						
Honolulu	6.8%	0.0%	0.0%	88.4%	0.0%	4.7%
Kansas City	1.9%	0.3%	14.5%	82.1%	0.0%	1.2%
Norfolk	14.6%	3.3%	0.0%	74.6%	0.1%	7.4%
Omaha	18.1%	0.0%	0.5%	77.1%	0.0%	4.3%
Seattle	24.3%	1.2%	8.7%	51.8%	0.0%	13.9%
DERP Total	16.2%	0.3%	3.4%	75.0%	0.0%	5.0%

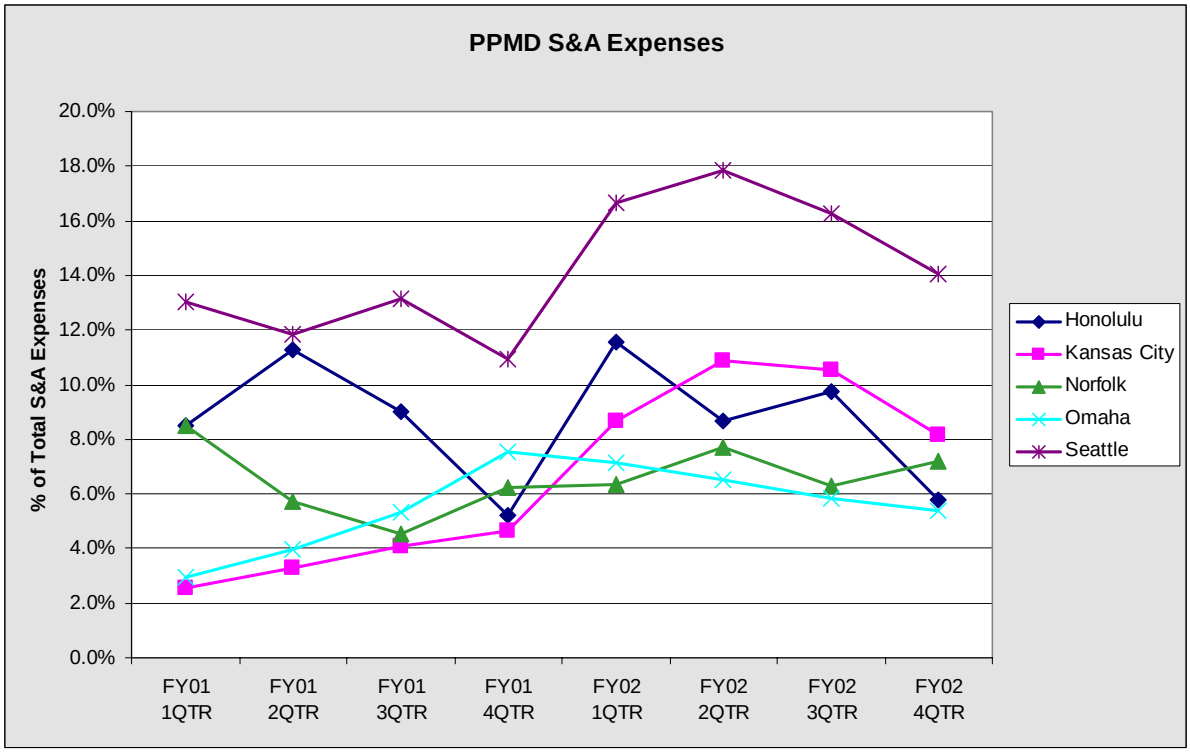
Legend:
CONST refers to charges from the Construction Branch staff
CONTR refers to charges from Contracting Division staff
ENGRG refers to charges from Engineering staff
FIELD refers to charges from the field staff
OTHER refers to charges from any other office that can direct charge, such as the safety office
PPMD refers to charges from the Project Management organization, including PMs and budget analysts

Table 5-2. The table below consolidates the DDC data into a summary format.

TABLE 5-2 Percentage of Total DDC by Organization

MILCON	CONST	CONTR	ENGRG	FIELD	OTHER	PPMD
Honolulu	9.7%	0.9%	76.4%	2.0%	0.0%	11.0%
Kansas City	0.0%	0.8%	40.2%	1.9%	0.0%	57.1%
Norfolk	3.7%	0.0%	56.2%	4.2%	0.0%	35.9%
Omaha	0.7%	0.3%	58.0%	0.1%	0.0%	40.9%
Seattle	36.6%	3.1%	13.1%	18.8%	0.0%	28.4%
OMA						
Honolulu	1.4%	1.1%	88.5%	0.8%	6.4%	1.8%
Kansas City	0.0%	0.0%	21.2%	0.0%	0.0%	78.8%
Norfolk	12.3%	0.0%	84.1%	0.0%	0.0%	3.6%
Omaha	0.0%	1.0%	45.4%	1.8%	0.0%	51.8%
Seattle	0.0%	0.0%	0.0%	0.2%	0.0%	99.8%

Figure 5-3. The chart below shows the PM organization charges plotted over the study duration, as a percentage of the total S&A expenses during that period.



S&A Data Discussion. Table 5-1 indicates there are differences between Districts in where the S&A costs are being expended. This is mainly due to the organizational structure of the Districts, although there are also some differences related to how much emphasis management had already placed on PMBP in their Districts. Below is an explanation of the major differences in each District.

a. Seattle District – lower Construction Branch percentage, higher PM percentage:

1. Staff assigned to the Construction Branch organizationally are physically located in the field offices. Thus, their expenses show up in the Construction Branch organization and cause the appearance of less expenses being generated by the field offices.
2. A significant portion of the work is within close proximity to the District office.
3. Project managers were more engaged in post award activities at the start of the study than in other Districts.
4. PM Forwards are assigned to each installation and attend construction management meetings, etc. and charge to S&A.
5. Ft. Lewis Business Center does design work plus provides construction support and they are organizationally tied to engineering.

b. Omaha District - lower engineering percentage:

1. The QA Branch in the District has the technical capability to assist with shop drawing review and RFI resolution.
2. The QA Branch and the Area Offices provide technical support other Districts may receive from the engineering organization.
3. Engineering is only called upon when construction has a shortfall.

c. Kansas City District – higher engineering charges

1. Some shop drawings that are chargeable to S&A are reviewed in engineering to centralize the expertise necessary to review this information. These costs in the past had been charged more to DDC but were shifted at the start of the study due to the guidance issued by the study team.
2. Due to lack of mechanical and electrical support available in Construction Branch, technical support is sometimes obtained from engineering.
3. PMs in the past were probably performing some S&A work but not charging to it since the amount of S&A previously provided only essentially covered the budget staff that was transferred from Construction Branch several years earlier.
4. Chief, EC is pushing to involve designers in QA inspection activities to ensure quality objectives are met.

d. Norfolk – lower Construction Branch charges

1. Small staff in Construction Branch.

e. Honolulu – lower engineering charges

1. The QA Branch in the District has the technical capability to assist with shop drawing review and RFI resolution.
2. Engineering is only called upon when construction has a shortfall.

DDC Data Discussion. Table 5-2 also indicates a difference between Districts in how the DDC costs are distributed. Again, this is impacted mostly by organizational structure. However, as expected, the construction staff spends very little DDC.

Summary of Findings

S&A Expense Distribution. Once the organizational discrepancies are accounted for, percentages are not out of line with what one would expect based on the roles and responsibilities of the various organizational elements in executing a construction project. Between 86% and 90% of the expenses are attributed to the construction organization. However, as noted below, PM charging did generally increase, as did engineering in some Districts. Although engineering costs did increase in some Districts it was not uniform, as with the PM charges. The increase in engineering costs can be attributed to two reasons; costs traditionally paid by DDC being shifted to S&A and engineering staff being more engaged in supporting the S&A effort as PDT members.

DDC Expense Distribution. Again, organizational discrepancies play a role in how the expenses are split up but not to the same extent as with the S&A expenses. Most DDC expenses are accounted for in Engineering and Project Management organizations, as would be expected.

PM Organization Charges. As can be seen in Figure 5-3 above, the involvement for the PM organization staff generally increased as the study progressed and as PMBP was implemented, but then began to taper off as each District worked to identify the correct level of effort required by the PM. It should be noted that PM involvement after award is also very dependent on the individual PM and their personal engagement in the project after award. In addition, relaxing emphasis on S&A ceilings and encouraging PMs to charge, added to the increase. However, it is noted that PM charging also decreased during the fourth quarter, probably because their time was diverted to project execution in the last quarter of the fiscal year.

Conclusions

Non-construction PDT Charging. PM charging will increase as PMBP is fully implemented in all Districts. Engineering charges may also increase as the engineering PDT members also become more engaged in S&A activities on projects. Prior to study start (and PMBP implementation), PMs were not actively engaged in military work during the construction phase, except on rare occasions. These occasions were usually limited to dealing with funding problems or other critical issues. Also, engineering staff were rarely called upon to assist with S&A type functions. They usually were only involved with correcting design conflicts. Now, as we implement PMBP, the construction staffs are involved earlier in the project design and the PMs and engineering are more engaged after award. In order to maintain expenses within the overall rates, emphasis will need to be placed on determining the appropriate level of effort for all team members, but especially the Project Managers. The charging level for all PDT members should be consistent with their necessary contribution on projects.

Charging Practices. Engineering charges may also increase as Districts review their S&A and DDC charging practices. The tasks chargeable to DDC and S&A should be consistently applied across all Districts, although it may vary as to where that work is performed, thus resulting in lack of consistency across the Districts in relation to the percentages. Each District should determine their most efficient approach organizationally.

Recommendations

There are no specific recommendations as to the percentage of the total S&A budget that should be allocated to the different organizations. Individual project needs should drive the level of effort required for PMs, engineering and construction PDT members. Each District should develop their strategy to ensure that the PM and other PDT members are engaged in the construction process to the extent appropriate. However, these expenses must still be compared to the overall available income. When balancing project needs with the available income, the risks on the project must be part of the decision making process.

Chapter 6 – Actual Cost Data Compared to ABC Model

Actual Cost Data Compared to ABC Model

Description

This is deliverable (e) from the PMP. This deliverable requires a comparison of the actual cost data for the construction management business processes to the ABC model, which will break costs down to one level below the overall project. The purpose of this deliverable is to compare and/or validate or develop revised percentages of effort for each of the 9 construction management categories of S&A identified in the 1999 Logistics Management Institute (LMI) Study of Corps Construction Management processes. Actual expenses for each category of work were obtained through direct charging and compared with the percentages of effort that LMI derived from interviewing construction staffs in several Districts using an Activity Based Cost (ABC) model. A description of each of the 9 construction management categories is included as Appendix F. Louisville District (LRL) was chosen for this portion of the Study since it was one of the Districts that participated in the LMI Study. All Districts did not participate in this portion of the Study due to the excessive number of labor costs codes that would have been required to break down the costs to one level below the project level in order to obtain costs for each of the 9 categories. The process used by Louisville to collect actual costs was to direct charge each of the 9 construction management categories in each of the 3 flat rate account-MILCON, O&M and DERP. Below is the summary of Louisville's actual data compared to the LMI percentages:

Data

The table below consolidates the data collected by Louisville District during the study period into a summary format. There is no further breakdown available.

TABLE 6-1 ABC Study Summary FY01-02

MILCON	LMI	LRL
Operating Budget Mgmt	*	4.1%
Submittal Mgmt	12.0%	7.3%
Quality Mgmt/Contract PM	38.0%	54.6%
Mod/Change Order Mgmt	22.0%	14.6%
Progress Payment Mgmt	3.0%	1.4%
Completion/Closeout Mgmt	7.0%	3.6%
Field Engineering Mgmt	16.0%	9.7%
Project Funds Mgmt	2.0%	3.3%
Contract Claims Mgmt	*	1.4%

TABLE 6-1 ABC Study Summary FY01-02

OMA		LMI	LRL
	Operating Budget Mgmt	*	2.9%
	Submittal Mgmt	9.0%	5.7%
	Quality Mgmt/Contract PM	41.0%	49.3%
	Mod/Change Order Mgmt	17.0%	22.3%
	Progress Payment Mgmt	3.0%	2.6%
	Completion/Closeout Mgmt	10.0%	2.5%
	Field Engineering Mgmt	17.0%	9.3%
	Project Funds Mgmt	3.0%	3.8%
	Contract Claims Mgmt	*	1.6%

HTRW		LMI	LRL
	Operating Budget Mgmt	*	6.0%
	Submittal Mgmt	18.0%	3.4%
	Quality Mgmt/Contract PM	42.0%	40.5%
	Mod/Change Order Mgmt	16.0%	9.2%
	Progress Payment Mgmt	2.0%	3.5%
	Completion/Closeout Mgmt	9.0%	5.6%
	Field Engineering Mgmt	10.0%	25.1%
	Project Funds Mgmt	3.0%	5.3%
	Contract Claims Mgmt	*	1.4%

* LMI study had discrepancy in categories of actual results vs 9 recommended ABC CM phases.
LMI - Logistics Management Institute
LRL - Corps of Engineers, Louisville District

Summary of Findings

While the LMI study identified and described 9' core' construction management categories, the percentages of effort based on LMI's interview methodology only provided data for 7 of the 9 categories. No LMI data was provided for Operating Budget Management and Contract Claims Management. In addition, some data was provided for 2 additional non-core categories, Regulatory Compliance and Project Management, which when added to the other 7 core categories added to the required 100% theoretical cost distribution. Despite the lack of LMI data in the 2 core categories, it was decided that LRL would collect actual cost data on these 2 categories since they were felt to be important and represented a valid and distinct category of construction management. The LMI data for the 2 extraneous non-core categories, Regulatory Compliance and Project Management were combined with the core category, Quality Management, in order to maintain the original 9 core construction management categories and eliminate any further confusion resulting from the LMI study.

Continuous re-enforcement of the direct charge study requirements was required by management throughout the study period to maintain charging accuracy between flat rate accounts and categories.

There may be some inconsistencies of charging practices since some judgment was required by the LRL staff to categorize the work they were performing and selecting one of the 9 categories to direct charge, e.g. Construction Representatives may categorize all their functions as Quality Management (QM) rather than QM and other functions, say Mod/Change Order Management or Field Engineering Management.

LMI interviewees may have skewed their results since interview were conducted with only a few people in each district, a limited amount of interview time was allotted and there may have been varied understanding of the definitions for each of the construction management categories.

Conclusions

Both the LMI method of interviewing and the actual cost data collected are only considered empirical estimates of how much time is spent on a particular kind of task. Further, the LMI methodology was not completely accurate because it does not include a wide cross section of all staff members, it is probably skewed toward what that individual being interviewed was working on and/or his/her "perception" of how much time they spend on modifications, etc. and data was collected on 2 non-core categories while 2 core categories were ignored. Collecting actual cost data by cost category is also probably not totally accurate. There are already questions as to the accuracy of simply charging to projects, let alone difficulty and time required in charging to one level below the project level. However, it is our belief that the data collected by Louisville is considered more accurate than the LMI method since it is at least based on direct charges by the entire organization and actual data.

Recommendations

Collection of detailed costs for activity-based categories along the lines of the LMI model or other additional categories, is not recommended based on the expense of direct charging, the quality of eventual results and questionable value added. If Districts want to determine what it costs them to review shop drawings, issue modifications, perform quality assurance, or perform any other task they can gather data through surveys of all organizations and/or track costs offline for limited periods in a controlled environment and only for specific categories at a time.

Chapter 7 – Benefits and Disadvantages of Tracking Costs by Project

Analysis of Benefits and Disadvantages of Tracking Expenses on a Project by Project Basis

Description

This is deliverable (f) from the PMP. This deliverable required an analysis of the benefits, risks and the disadvantages of actual expense tracking on a project-by-project basis for S&A flat rate work. The collective experience of the S&A Pilot Study team was used to analyze the data and the processes used to determine the advantages and disadvantages of actual expense tracking plus to provide a recommendation in regard to tracking flat rate costs by individual projects.

Data

There is no data specifically displayed for this deliverable. However, in order to estimate the overall Corps costs of tracking expenses by project was required Corps-wide, we used the data from deliverable (a) as follows. The costs are estimated to be in the range of $1.5 to 2.0 million for all Districts to track their expenses by project. This is based on the fact that the cost for the study team to track expenses was estimated to be in the $460,000 per year range (based on Omaha @ $200K, KC @ $100K, Seattle @ $50K, Honolulu @ $72K, Norfolk @ $40K) and the study Program being approximately 20% of the entire MILCON Program for FY01 and FY02 based on $48 million in expenses compared to $239 million. The $460,000 was not used specifically in the calculation but rather reduced to take into consideration the fact that it may be high. A range of $300,000 to $400,000 was used to develop the $1.5 to $2.0 million annual estimate. Although this is a rough estimate and agreement could not be reached upon the amount by the study team, all participants did agree that the amount would be significant.

Summary of Findings

The pilot study team developed a list of the benefits and the disadvantages of expense tracking, which are included below. These opinions are based, not only on the collective Corps experience of the team members, but also on experiences from the data collection process during the study phase. While there may be additional items to consider, the following are the most significant ones that provided the basis of the recommendations included below.

Benefits:

a. Districts can determine the level of effort based on actual costs to administer a project to help them identify efficiencies and inefficiencies to continuously improve their processes and staffing levels.
b. By comparing actual costs to budgets, trends can be analyzed.

c. Life cycle projects costs in the budget can be compared to actual costs. Would be able implement improvements by taking action on lessons learned to tie things that happen in design to impacts during construction.
d. Increases ownership and accountability of the project to the PDT.
e. By creating budgets, and comparing those budgets with expenditures, the PDT/customer will have the information to allow them to make decisions to successfully staff a project and accomplish the project goals. This will foster internal decision-making at project level.
f. The PDT will know how much time has been budgeted for a task. It provides an avenue for personal efficiency and PDT accountability.
g. Helps manage costs when funds are limited or manpower excessive.
h. Improves PDT communication by forcing discussions regarding where our funds should be spent, what risks may be encountered, etc. Also, will improve communication at all organizational levels.
i. Cost tracking will allow PM and management to identify, by individual and discipline, excesses or shortfalls that my allow resource adjustment
j. Districts can provide detailed data to our customers to confirm the level of effort applied to each project (this may also be a disadvantage).
k. Data will be available to analyze cost by type of procurement, customer, by dollar value of project, by office, by PM, etc. to determine trends or identify areas for improvement.
l. We can use this data to improve our project budgeting process to ensure that we include all parties that will have an involvement with the project.
m. Budgets will eventually become a meaningless exercise without the accountability that tracking against that budget brings. PMs and PDTs will be more involved in the budgeting process (ownership) if they are then held accountable for it by tracking against it.
n. Increased personal accountability will cause people to think about what they are working on and making sure that they charge accurately.
o. Ties into the implementation of the learning organization and the concept of continuous improvement.
p. Provides for more consistent charging to overhead across the District because it will force overhead activities to be charged to departmental overhead that traditionally may have been simply charged to S&A.
q. Would assist in the effective management of operating budgets, technical indirect, G&A and TLM account
r. Allows the customer, as a member of the PDT, to agree on the level of effort necessary to administer the construction contract.
s. This additional data will provide management and the PDT with information they have never had before, giving them the ability to use this information to help the project and improve our overall processes.
t. This data will assist management and PDTs with After Action Reviews.
u. This data will assist management and PDTs to manage their resources when overall funding when tight

Disadvantages.

a. The reliability of the data may be questionable and, thus, conclusions and any actions taken may be incorrect.
b. There is a cost. It takes time to establish labor charge codes and for employees to determine the correct labor charge code and then properly record their time. This is especially true for staff that must deal with many charge codes per day.
c. What is the benefit that Districts will really achieve? In the two years of data collection and budgeting the data has not been used very often on individual projects to make decisions. Districts can achieve the same results without project level tracking using existing system, organizational and programmatic monthly cost roll-ups and other management techniques.
d. Limitations of manpower and funding can skew reality of "actual cost" tracking.
e. Projects that are under budget may cause PDT to expend more funds than necessary on the project just because they are under budget to unnecessarily reduce risk rather than considering overall S&A management.
f. Projects over budget may not receive the level of effort needed to ensure quality because the PM and PDT may feel overly constrained by funding.
g. Opens up discussions with our customers as to why actual costs may be less than what we are charging them and they may pressure us to add unnecessary resources to the project.
h. It is unclear how this will benefit the customer. Will our projects be of a higher quality or will we finish them earlier as a result of tracking costs?
i. CEFMS is currently not set up to easily provide this information readily.
j. Budgeting alone will provide a forum for the PM and PDT to discuss project needs, risks, etc. and further implementation of PMBP.
k. There is a potential that this could lead to the loss of the flat rate accounting system.
l. Customers with low S&A cost projects will ask to opt out of flat rate structure, thereby, potentially destabilizing the flat rate accounts.

Conclusions

See recommendations below.

Recommendations

The majority of the study team, while recognizing that there are benefits to tracking project expenses individually, felt the costs outweighed the benefits and, therefore, we should not recommend this Corps-wide. However, there was a minority viewpoint that there is enough value to tracking costs that it should be required. The following captures the two viewpoints.

Majority Viewpoint. Not recommended. Costs involved in tracking individual project S&A expenses outweigh the benefits that tracking would provide. Also, the accuracy of the charging is somewhat questionable and, thus, accurate conclusions would be difficult even if the data was used in managing the projects, which was not the experience of the study team in most cases. Thus, if the data is expensive to collect; if the data itself is

questionable; and if the data isn't used to manage the projects, it is not beneficial to expend the time to collect the data.

Minority viewpoint. Recommended. Although there is a cost to collect the data, the benefits of having this data available to the PMs and PDTs would allow the teams to take advantage of the benefits alluded to above. These include such items as increasing the ownership of the team in the project and allowing the team to evaluate their actual project level of effort and use this information to make improvements in the future. Furthermore, without actual costs to compare against, budgets would be less meaningful. Finally, while it is true that the data collected during the study by the Districts was not used consistently to actually manage projects with, it may be due to the fact that Districts were slow to develop budgets and processes for PMs and PDTs to use and PMs were initially reluctant to become engaged in the construction process. This should change with PMBP implementation and, with more experience, it is believed that the data would become a useful tool for the PMs and PDTs.

Chapter 8 – Analysis of Project Team Roles

Analysis and Recommendations of PM's, PDT's, RM's And Functional Manager's Role in Managing S&A

Description

This is a combination of deliverables (h) and (k) from the PMP. Deliverable (h) required an analysis of the PM's, RM's and functional manager's role in the budgeting and tracking of budgeted vs. actual S&A expenses and placement on a project-by-project basis. Deliverable (k) required recommendations regarding the PM's, RM's and functional manager's involvement and control of S&A during the post award phase for a project. The combined deliverable addresses the analysis and recommendations of the PM's, PDTs, RM's and functional manager's role in the budgeting, tracking and control of construction S&A on both a project by project basis and a programmatic basis. The analysis and recommendations are based on both the Corps' experience of the team as well as the information learned during the pilot study period.

Data

Not applicable. There is no data specifically displayed for this deliverable.

Summary of Findings

The findings from the study will be broken down into a section on individual project budgets (1), one on placement projections (2) and one on the programmatic rollup (3) of those budgets to arrive at an overall District S&A rate. Any findings with regard to the subject of tracking costs has been covered sufficiently elsewhere in the report.

(1) Individual Project Budgets

At the start of the S&A Pilot Study budgets were not being prepared at all on flat rate work. It took nearly one year before the budgeting process began to become a standard business process and, even then, some Districts were further along than others. The following discussion represents the study team's observations concerning the challenges involved in budgeting, tracking and managing S&A and some of the reasons why it took so long for the budgeting process to become a standard business process.

General Findings

a. Since the Seattle and Norfolk Districts had planned on budgeting and tracking costs by project already they were further along in the process than the other District participating in the study. The Kansas City and Omaha Districts therefore took longer to get up and running with a process and Honolulu District did not really get to the point where budgets were being prepared at all.

b. A process needed to be developed to prepare the budgets, which took time. Each District developed their own process so that we would have experience with more than one process.
c. The added value of preparing budgets was not apparent to those required to prepare the budgets. It was viewed as unnecessary additional work.
d. In general, change is difficult to implement and this was a good example of that.
e. During this same time period the Districts were going through the overall PMBP cultural change and emphasis was being placed on improving Project Management Plans and Quality Management Plans. With all of this, budgets simply were a lower priority.
f. The idea of comparing actual costs to the budgets and managing those budgets was even a slower process than developing budgets. For many of the same reasons as started above, the management of budgets was slow to develop, if at all in some Districts. Most of the District's efforts in this area were limited to specific projects were there were issues rather than an overall process of managing all budgets.

Project Managers

a. In general, PMs were reluctant to take on the role of leading the effort to prepare the construction S&A budgets and in managing those budgets. It was considered an additional unnecessary duty. Throughout the study period, as the PMs became more comfortable with the budgeting process, budget preparation became more routine. However, because PMs were very busy and the budgets were a lower priority than solving design or customer issues, management emphasis was necessary to maintain the budgeting process.
b. In general, PMs had more input in regard to the engineering costs than they did on the construction costs. However, in almost all cases, PMs relied heavily on the PDT for actual budget preparation.
c. The PMs had not traditionally been involved during the construction phase of military projects in any detail so they had little or no experience in this area.
d. PMs had enough to do already and this was considered a low priority, so budgets generally took a back seat to other more pressing matters.
e. Management of those budgets was rarely accomplished except on a case-by-case basis. The biggest variable in all of this was probably the PMs themselves. Some took on this challenge more readily than others did, which is not to say that those who did not did a poor job of managing their projects overall.

Project Delivery Team Members

a. In general, PDT members were also reluctant to take on the role of preparing budgets plus spent little time managing those budgets. As with the PMs, preparation of budgets and management of those budgets was considered to have little added value and a lower priority than resolving design and construction issues.
b. Many construction and engineering team members involved in flat rate S&A work had minimal experience in developing detailed budgets for individual projects, although it varied from District to District depending on the amount of experience their staffs had on at-cost work.

Functional Managers

a. Management took on the early lead for construction budget preparation as the PMs and PDT members became more familiar with the process.
b. First line supervisors did not routinely engage in this process, except when charging issues developed with their staff members.
c. Branch Chiefs in both Construction Branch and Military Programs became very involved in the individual budgeting process as they led this cultural change.

Resource Management Office. There was no change to the management of S&A by RM due to the development of individual project budgets. It remained one of overall oversight.

(2) S&A Placement Projections

Placement projections are a critical element of the budgeting process in developing the projected District overall S&A rate. This traditionally has been a joint effort of the PM organization and Construction, with the majority of the effort being accomplished in Construction. PMs have provided information on awards, but the placement data was provided by Construction Branch, in consultation with the Area and Resident Offices. This activity is part science and part art because placement projections must be adjusted for potential slippages, etc.

General Findings. Most Districts maintained their traditional methods of performing placement projections. There was little change to this throughout the study, although most Districts did see an increased overall engagement by the PM organization.

Project Managers. For placement projections, the PM's involvement was generally limited to input regarding upcoming projects and award date information. Some PMs did become more involved in this area.

Project Delivery Team Members. For placement projections, the PDT member's involvement was generally limited to construction staff input from both the field and the District staff. However, this was basically no change from the previous process.

Functional Managers. Functional Managers in Construction Branch and the Area Offices were very involved with the placement projections, just as they had been in the past.

Resource Management Office. There was no change to the management of S&A by RM due to the development of placement projections. It remained one of overall oversight.

(3) Programmatic Analysis

This activity combines the determination of the S&A expenses with the placement projections to arrive at the projected S&A rate in each account. Attempts were made to use project budgets in this analysis but, since a budget was not available for each project,

this was not successful. Like the placement projections, this activity is as much about art as it is about science. Experienced staff must be involved in this process to achieve an accurate projection.

General Findings. All Districts maintained their traditional method of developing overall District S&A targets for MILCON, OMA and DERP. The reliability of rolling up budgets into something useful was both highly questionable due to their potential inaccuracy plus the fact that they were incomplete, since budgets were only prepared for new projects.

Project Managers. Individual PMs had little involvement in the development of overall District S&A rates except as to how it related to revisiting their budgeted expenses if there were problems with the overall target projections.

Project Delivery Team Members. Individual PDT members had little involvement in the development of overall District S&A rates except as to how it related to revisiting their budgeted expenses if there were problems with the overall target projections.

Functional Managers. Functional Managers were very involved with the programmatic roll-up of budgets into an overall S&A expense and how that balanced with the traditional method of developing S&A targets. However, this was not accomplished in all Districts.

Resource Management Office. There was no change to the management of S&A by RM in terms of the programmatic overview.

Conclusions

Budgets are worthwhile and should be required for all projects. It brings the team together to evaluate the level of effort and risks on a project and builds ownership in the project. It also will help evolve the PMBP initiative. In order to develop these budgets and arrive at a programmatic District target for S&A, team members and functional managers play a key role.

Recommendations

Like with the Summary of Findings article above, the recommendations will be broken down into a section on individual project budgets (1), one on placement projections (2) and one on the programmatic rollup (3) of those budgets to arrive at an overall District S&A rate. Although tracking of costs was not recommended by the team, there is a recommendation as to roles and responsibilities since the minority viewpoint did recommend it.

(1) Individual Project Budgets

Project Managers. Leads the effort to develop the individual project budget, making sure that all elements of the budget are accounted for based on project risks and that PDT members fully participate in the development of the budget. Participates in reviewing budgets based on outcome of the programmatic (rollup) review. Updates budgets as necessary based on actual project issues with PDT input. Monitors actual expenses vs. budgets for those Districts that may decide to collect actual expenses by project. For those Districts that do not collect the data by project, PM should still monitor charging of team members to S&A since some conclusions can still be drawn about there project from this information.

Project Delivery Team Members. Participates in development of budget as noted above.

Functional Managers. Assists team members and PM with development of budget as requested and helps to resolve any revision to the budget based on the outcome of the programmatic rollup of all project budgets.

Resource Management Office. No role in individual project budget preparation except in regard to policy issues. Provides oversight in regard to programmatic rollup.

(2) S&A Placement Projections

Project Managers. Leads the effort to develop the placement projection for their projects. Provides the critical information regarding when the project will be awarded, etc. plus works to expedite the award process to avoid slow starts. Participates in reviewing placement projections, assisting in programmatic rollup. Updates projections as necessary based on actual project issues with PDT input. Monitors actual placement figures vs. projections and leads the effort to resolve any issues that develop as a result of this. Placement projections should be developed at the start of the FY, updated at mid-year, with a monthly review of the projected vs. actual data. Placement data should be updated virtually continuously to allow for adjustments, if necessary, to be made in a timely manner.

Project Delivery Team Members. Construction PDT members participate in the development of placement projections for their projects and in any follow-up issues that develop as a result of slippages or increases to placement projections (actual vs. projected). In a role unique to construction, the ACO and/or COR takes action as necessary from a contractual perspective related to dealing with delay or contractual issues that impact placement.

Functional Managers. Assists team members and PM with placement projections as requested and helps to resolve any issues related to the programmatic rollup of those projections. Programmatic rollup placement projections should be developed at the start of the FY, updated at mid-year, with a monthly review of the projected vs. actual data.

Usually the ACO and/or COR is also a functional manager and thus they can have a dual role as both a PDT member and a manager.

Resource Management Office. Provides oversight of process.

(3) Programmatic Analysis

This process must involve both the rollup of budgets and the traditional method the Districts use to establish the projected S&A rates. Due to the inaccuracy and inexperience of using a rollup of individual project budgets to arrive at a District overall rate, it is imperative that Districts continue to use their tried and true methods until they become confident that budgets will provide the same information. However, it is quite possible that this will not be any time in the near future, even with the coming of P2. As far as how to manage this process, it is critical that the Districts identify the office and individuals responsible for the programmatic rollup of S&A budgets to ensure they are within acceptable targets. These same individuals should also work with the teams on any action that is necessary as a result of that review. Where the data collection resides is unimportant from a programmatic point of view. It is only necessary that those involved be knowledgably of the S&A process. RM staff should also provide oversight of this process and submit the information to the Regional Business Center along with all other budget information.

S&A Expense Tracking by Project Process

Although the study team did recommend against this activity, the following is provided for any District that decides to do this. An individual in PM should lead the effort to develop a process for tracking costs. In fact, a PDT should be put together just for this activity. The Districts that participated in the study will help to provide detailed information on the process used in CEFMS to set this process up. As far as non-CEFMS activities, the “tracking” PDT should develop the reports that are necessary to manage this process.

Chapter 9 – Evaluation of Flat Rate Charging Structure

Evaluation of Flat Rate Charging Structure

Description

This is deliverable (i) from the PMP. This deliverable originally required recommendations regarding the continuation of the flat rate charging procedures and potential for variable S&A services and rates. The deliverable has been changed to eliminate any discussion of the variable S&A rates and services under this deliverable. Variable S&A rates and services are now covered in Chapter 12. Thus, this new deliverable requires recommendations regarding as to whether or not the current method of charging for S&A services, i.e., the flat rate structure, is appropriate for future use vs. direct charging customers for S&A services.

Data

Not applicable. There is no data specifically displayed for this deliverable.

Summary of Findings

Flat Rate Structure

Individual rates vary widely across all programs since expenses are based on the needs of the project rather than the income generated from that project. Small projects and large ones alike received the level of effort needed to address all project issues with the only limitation being the overall District S&A rate. Also, costs are difficult to accurately predict due to many variables and the flat rate allows Districts to shift resources as necessary to respond to project issues. See Exhibit 1 for a listing of all projects and their actual S&A rates as confirmation that the rates vary considerably from project to project. Also, as evidenced by the information in Exhibit 3, actual expenses do not match the budgeted figures. Without the flat rate to draw from, projects over budget would require funds requests in order to maintain Corps oversight plus staff on projects under budget may be reluctant to give up any excess funds until the end of a project to maintain a contingency fund. The flat rate account allows PMs, PDTs and management to level out these shortages and overages.

At Cost Direct Charging

With regard to charging customers actual expenses in lieu of a flat rate, the study team developed a list of the advantages and disadvantages of this alternate method based on their collective experience.

Advantages of At Cost Direct Charging.

a. The customer will pay for the actual costs of the S&A services for each project.
b. Eliminates subsidies between projects and customers.
c. This will allow the customer to negotiate for what level of service they desire based on the risks on the project even on projects where we are providing full service.

Disadvantages of At Cost Direct Charging.

a. There is no way to level off the expenses from one year to the next as placement goes up and down. This occurs, not only within a Program at a District, but also from installation to installation within a District. Given these programmatic fluctuations, Districts need the flexibility that a flat rate gives you to balance resources across offices and programs.
b. Customer will be required to pay for start-up costs for large programs where the staff is not yet available where the project work is. In some cases the project award may have to be delayed to get construction management staff in place.
c. Customers will base their projected funding on budget estimates, which are likely to prove to be inaccurate. This may lead to funding requests if budgets are low or too many small pots of available funding setting at the project level at all Districts which could be used elsewhere. Also, preparing justifications and processing funding requests will require additional effort.
d. Customers will want to manage these costs and tell us how to perform our work since they are paying actual costs. While we welcome their input on what areas of a project are more critical to them that others, micromanagement of where and how our resources are assigned is not practical.
e. The current data shows that MILCON work is performed at a lower S&A rate than OMA work. Use of actual rates may cause the loss of OMA work, as the customer will not be able to budget or afford the unknown S&A expense.
f. If we do every construction program "at cost" we have no way to effectively satisfy customer's needs that want small jobs done at an "affordable" price.
g. There is no way to respond to issues at the end of the project or during the warranty period if the funding is tight.
h. Delays could be encountered in resolving problems for the local customer while we wait for funding to come from higher level of customers. This could adversely impact project cost and completion.
i. Loss of the ability to maintain a consistent level of quality on all projects District wide. The level of quality will be dependent upon what the customer is willing to or able to pay.
j. The accuracy of data is questionable.

Conclusions

Flat rate procedures provide much more flexibility in balancing program needs with available funding and resources than does direct charging. Small projects are able to receive the required level of effort they require and issues can be resolved without regard to funding constraints. This flexibility ultimately reduces the cost to the customer.

Recommendations

Continue the flat rate structure to manage our MILCON, OMA and DERP construction Contracts. The flat rates offer many advantages to both the Corps and our customers. The flat rate allows whatever resources are necessary to be assigned to a project to resolve problems without requesting additional funds from the customer no matter when those problems develop. The customer can remain confident that the Corps can respond quickly to S&A related issues as well as put the necessary resources on the ground early in the start-up phase and late in the closeout phase regardless of the income generated by that project. The flat rate also allows Districts to maintain their experienced staff during a low income year for use when the program returns to a higher level. Also, the flat rates allows customers to accurately predict the amount they must pay for S&A services and include those costs in the CWE. Finally, although not included in the study data, the Corps already has authority to request a waiver from the flat rate for specific projects or programs that warrant it. This allows the Corps the necessary flexibility to use direct charging when appropriate. An example of this now is the ACC housing program.

Chapter 10 – Adequacy of Current Flat Rate Structure

Adequacy of Current Flat Rate Structure

Description

This is deliverable (j) from the PMP. This deliverable required evaluation of the current flat rate structures and whether or not they are adequate to ensure the quality demanded by the customer. The study team attempted to answer the question "Are the current rates adequate for Districts to continue to deliver the required level of construction management services to our customers?" This involved evaluating, not only the study data, but also overall Corps data for S&A. Also, while the data does lend itself to certain recommendations, the reality is that the issue is a very sensitive one to both Corps leadership and our customers. Prior to any final decision on this issue careful consideration must be given to the impact of that decision on our customers and to the future of our work. After all, we exist to support our customers. Without them, we do not have a mission.

Data

The data from the study as summarized in Chapter 3 indicates that actual expenses exceeded the flat rate for both MILCON and OMA work. However, even though the S&A Pilot Study data indicated the S&A rates for MILCON and OMA are inadequate, it was determined that the pilot study database was too small of a data set to draw any final conclusions on the overall rate. Thus, the S&A data for all Districts over the last 6 years was reviewed to determine if there are any trends which might assist with this recommendation. Table 10-1 is a summary of actual S&A data for the entire Corps. An individual listing for all Districts from 1998 to 2002 is provided in Exhibit 4.

TABLE 10-1 MILCON, OMA, and DERP Gain/Loss – All USACE Organizations

	30-Sep-98	30-Sep-99	30-Sep-00	30-Sep-01	30-Sep-02	Thru 30-Sep-03
MILCON						
S&A EXPENSE	$121,839,371	$113,143,270	$106,215,162	$110,482,414	$128,075,403	$156,468,243
S&A INCOME	$128,591,528	$119,803,876	$113,420,982	$106,226,090	$121,384,711	$153,667,740
GAIN/LOSS	$6,463,096	$6,603,438	$7,101,616	-$4,312,312	-$6,971,126	-$2,800,504
CUM GAIN/LOSS FY98 BASE	$6,463,096	$13,066,534	$20,168,150	$15,855,837	$8,884,712	$6,084,208
OMA						
S&A EXPENSE	$49,360,142	$44,356,860	$52,345,753	$58,164,053	$59,516,762	$60,123,480
S&A INCOME	$52,838,083	$44,956,996	$54,115,495	$55,445,821	$54,756,811	$62,907,919
GAIN/LOSS	$3,127,941	$445,363	$1,769,742	-$2,718,233	-$4,759,950	$2,784,439
CUM GAIN/LOSS FY98 BASE	$3,127,941	$3,573,304	$5,343,046	$2,624,813	-$2,135,137	$649,302

TABLE 10-1 MILCON, OMA, and DERP Gain/Loss – All USACE Organizations

	30-Sep-98	30-Sep-99	30-Sep-00	30-Sep-01	30-Sep-02	Thru 30-Sep-03
DERP						
S&A EXPENSE	$17,527,886	$14,889,943	$12,371,250	$9,817,254	$10,282,514	$7,941,678
S&A INCOME	$15,597,279	$16,159,418	$12,506,966	$11,630,094	$11,902,479	$9,460,333
GAIN/LOSS	-$1,930,607	$1,269,475	$135,716	$1,812,840	$1,619,964	$1,518,655
CUM GAIN/LOSS FY98 BASE	-$1,930,607	-$661,132	-$525,416	$1,287,424	$2,907,388	$4,426,042

Not adjusted for:
FY01 MILCON SAPS costs $544,175
FY02 MILCON SAPS costs $394,000
FY01 MILCON Other $295,005
Accounting Errors
Other adjustments and transfers

Figure 10-2. Below is a chart depicting the average Effective Rates for Military Districts (excluding the Far East District) from 1998 to 2003.

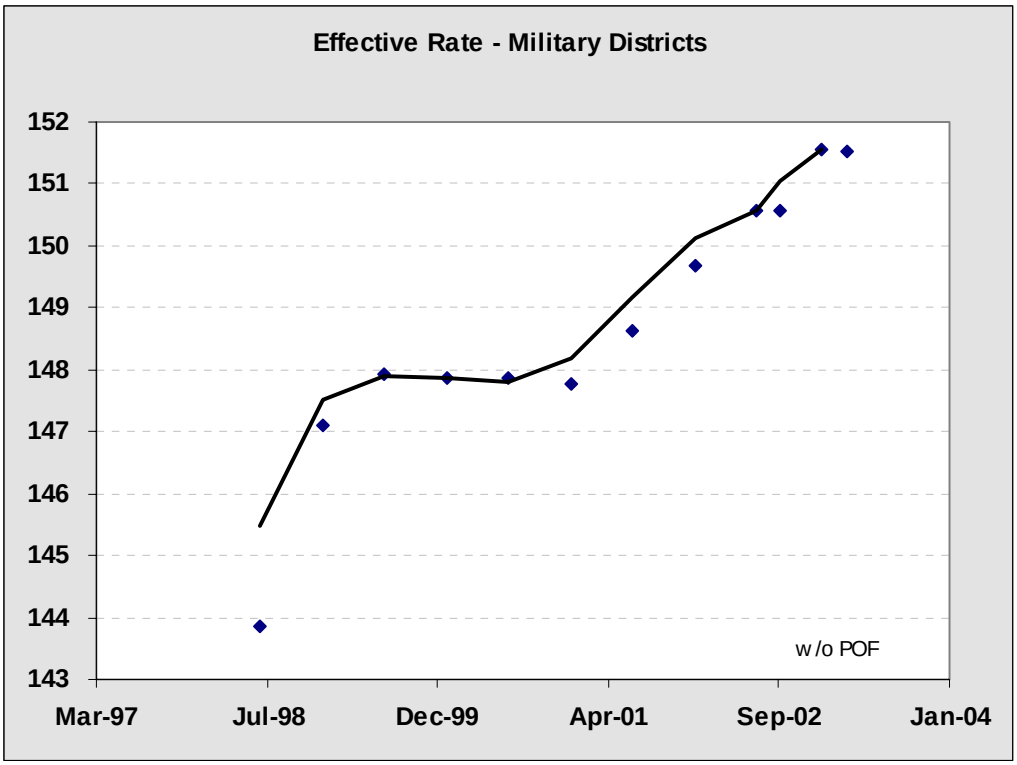
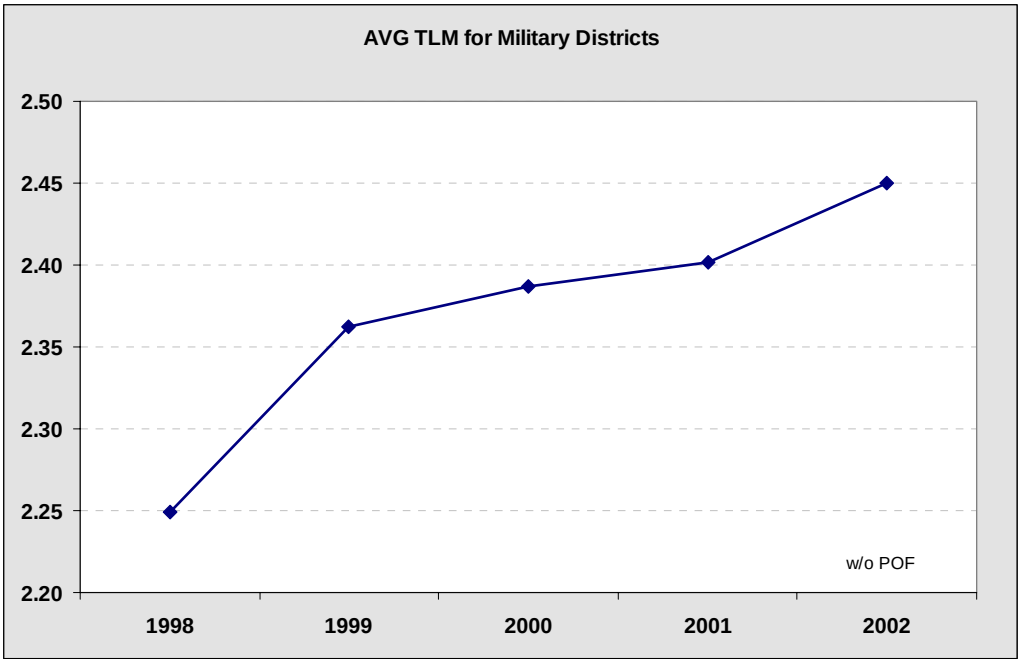


Figure10-3. Below is a chart depicting the average Total Labor Multiplier (TLM) for Military Districts (excluding the Far East District) from 1998 to 2002.



Summary of Findings

As stated above, the data from the study as summarized in deliverable (b) indicates that actual expenses exceeded the flat rate for both MILCON and OMA work. Also, the information under Chapter 3 analyzes the impact of the Honolulu data on the MILCON and OMA rates and the Omaha data on the DERP rate. In this section we will add the overall Corps data plus the impact of effective rates, TLMs and other information to the equation in order develop our conclusions and recommendations.

Study Data.

The study data alone would indicate that the rates for MILCON and OMA are insufficient to maintain the required level of effort our projects require. DERP, on the other hand, would appear to be sufficient. See Chapter 3 for a detailed analysis of the study data.

Overall Corps S&A Data.

Corps data for the last six years was evaluated as part of this deliverable. As can be seen from Table 10-1, the MILCON account lost money in FY01 through FY03 while the OMA account lost money in FY01 and FY02. MILCON lost a total of $14.1 million over that period while OMA lost a total of $4.6 million. In contrast, the DERP Program has

not lost money since 1998 and has gained $4.9 million from FY01 through FY03. Even considering the gains in DERP, there has been a significant loss in the S&A reserve. The central fund currently has a reserve of $63 million. This is considered adequate to cover our expenses for a period of approximately three and a half months. USACE RM staff recommends that a balance of four months expense, plus or minus one months expense, is necessary to maintain the balance needed to cover expenses in the event of sudden drop in program. The current reserve amount of $63 million is at the low end of that recommended range plus the loss experienced over the last three years has been $13.8 million (a loss of $5.2 million in FY01, a loss of $10.1 million in FY02 and a gain of $1.5 million in FY03). In order to stop the drain on the central fund and build the balance back up to the required level (four months) the rates would need to be raised enough to add approximately $9 million to the current checkbook amount plus offset future losses. A raise of 0.3% in the MILCON rate based on a $2 billion program would create an additional $6 million in S&A income. A raise of 0.5% in the OMA rate based on a $750 million program would create an additional $3.75 million in S&A income. This would be a total increase in income of $9.75 million. Considering that the average loss over the last three years has been $4.6 million, it would take approximately two years to rebuild the checkbook to the four month level.

One other item of note regarding the central reserve is that the MILCON reserve is approximately $34 million while the OMA (incl DERP) reserve is approximately $29 million. The MILCON losses the last three years have been $14.1 million, a 29% drop. The OMA losses the last three years have been $4.6 million while DERP has gained $4.9 million. Thus, the combined OMA (incl DERP) reserve has actually gained $0.3 million over the last three years. This data confirms that there is much more strain being put on the MILCON reserve than on the OMA reserve.

Effective Rates and TLMs

The rise in effective rates and TLMs depicted in the Figures 10-2 and 10-3 above has a great impact on S&A expenses and, therefore, S&A rates. The increase in effective rates is due to both the increase in fringe benefit expenses as well as the increased percentage of FERS employees as CSRS employees retire. As shown above, the effective rates for the Districts involved in Military Construction (excluding the Far East District) increased from just under 1.44 in mid 1998 to just over 1.51 at the end of 2002. This increase had a significant impact on the TLMs for those Districts, which saw their TLMs increase from approximately 2.25 to 2.45 during that same period. Since a rise in effective rate can result in an increase to direct labor, thereby actually decreasing overhead rates, it is more appropriate to use the TLM as a basis for determining the impact of these factors. The nearly 9% increase in the average TLM results in a significant impact on the S&A labor expenses. Since S&A income essentially creates a ceiling, the increasing labor costs caused by increasing TLMs makes it increasingly difficult to meet S&A targets given that most of the S&A expense is labor.

Consolidated Command Guidance (CCG)

The Consolidated Command Guidance published in August 2003 includes a projection of S&A rates for FY04, FY05 and FY06. The chart included in the CCG indicates S&A rates for FY04 through FY06 will, overall, exceed the flat rates in both MILCON and OMA. This means that we predict we will continue to lose money over the next three years in the central fund. While this is just an estimate, it is the best information available and is considered to be further evidence of an overall trend. Below is a summary of the chart included in the CCG report:

Districts	MILCON (04,05,06)	OMA (04,05,06)	DERP (04,05,06)
LRD	5.8, 5.8, 5.8	6.9, 6.7, 6.5	8.0, 7.9, 8.0
NAD	5.8, 6.0, 6.2	7.2, 7.2, 7.4	7.9, 8.0, 8.0
NWD	5.7, 5.7, 5.7	6.8, 6.8, 6.8	8.0, 8.0, 8.0
POD	6.5, 6.5, 6.5	8.0, 8.0, 8.0	8.5, 8.5, 8.5
SAD	5.8, 5.8, 5.8	7.0, 7.0, 7.0	8.2, 8.2, 8.0
SPD	5.6, 5.6, 5.6	6.5, 6.5, 6.4	7.7, 7.8, 7.8
SWD	5.5, 5.6, 5.7	6.5, 6.5, 6.5	8.1, 8.0, 8.0
TAC	8.0, 8.0, 8.0	10.0, 8.0, 8.0	N/A

Construction Capabilities Assessment Report

The USACE commissioned Construction Capabilities Assessment Report was published on 10 September 2002. The report includes the team's recommendation to increase the MILCON rate. The following are two excerpts from page 11 under the heading "MILCON S&A – The Challenge of the Flat Rate".

" …However, the real field level buying power of S&A is being diminished. This trend began in 1990, when the MCA rate was decreased from 6.5% to 6.0%. In 1996, it was further reduced to 5.7%, and remains at that level. The OMA rate was reduced from 8.0 to 7.5% in 1994, to 7.0 in 1996, and to 6.5% in 1997 – it remains at 6.5%. These reductions were ostensibly to reduce account surpluses that had resulted from unusually large MILCON workloads, and to address customer complaints about the cost of using USACE. At the same time, substantial additional work has been placed on the field office. Activities that had been previously accomplished in the district, financial management and payments, CEFMS, travel approval, PD2 are now required to be performed in the field. None of these added responsibilities came with more help or dollars. The district staffs that used to perform these functions were not reduced so the overhead drain on the S&A remained the same. Added to this are increases in the labor burden (due to the implementation of FERS), the multiplicity of departmental overhead rates, and the implementation of PM, further eroded the real dollars available for field-level S&A activities. Furthermore, S&A is often viewed as the funds source for many EDC and PM-type costs, as evidenced by the ongoing efforts to fund the redesign of errors and omissions out of the S&A account (in lieu of using project funds)."

"…it is apparent that the restoration of MILCON S&A rates to their historic level of 6.0%(MCA) and 8.0%(OMA) would provide some of the funding needed to staff, train, and prepare our construction personnel for the future."

Conclusions

The study team has concluded that the current S&A rate of 5.7% (CONUS) for MILCON is inadequate. The OCONUS rate for MILCON of 6.5% is considered adequate at this time. The study team has concluded that the current S&A rates of 6.5% (CONUS) and 8% (OCONUS) for OMA are inadequate. The study team has concluded that the current S&A rates of 8.0% (CONUS) and 8.5% (OCONUS) for DERP are adequate.

Many factors are driving up expenses, such as increased effective rates and rising TLMs. Also, with the implementation of PMBP, costs will tend to rise, not reduce, at least initially (see Chapter 5). To maintain the current (and believed to be required) level of service for both the MILCON and OMA Program, some of the rates should be raised. If rates are not raised, the central fund will continue to be depleted, eliminating the contingency that it currently provides. Also, if rates are not raised, Districts will be forced to eliminate some tasks they are currently performing. It would be up to each District and their PDTs to determine, based on a risk analysis, which tasks are not as critical as others on a project. This could also result in driving efficiencies in a District's business processes but the study team does not believe there are enough significant efficiencies out there to be gained, given the requirements for construction management, to offset the current shortfall. Thus, reduced construction staffing will be the practical impact if rates are not raised and Districts are required to stay within the rates. Since modifications must always be accomplished and customer and design issues always resolved, the victim will probably be Quality Assurance, i.e., less eyes on the job.

However, the Corps must seriously consider the impact that raising the S&A rates will have on our customers, on the perceptions of our customers and on our future work. It is possible that the loss the last few years is a temporary problem and that both the program and expenses will stabilize, making the need to raise the MILCON and OMA rates unnecessary. Another factor is the amount in the "checkbook" account, including the amount at the MSCs. The Consolidated Command Guidance recommends a nominal balance of four months S&A expense, plus or minus one month's expense, be maintained in this account. Currently the checkbook account has approximately $63 million, or only three and a half months expense available. If the minimum amount was revised to a lesser amount, more flexibility would be available and the need to raise the rates would be lessened. Those currently managing the flat rate account could continue to monitor the situation and make recommendations at a later date.

Recommendations

In developing the recommendations the S&A Pilot Study Team considered the following factors: the pilot study data collected, the overall S&A Headquarters data, effective rate and TLM trends, the impact of PMBP implementation on S&A, the Construction Capabilities Assessment Report information, the overall amount in the Headquarters "checkbook" account, and the impact to the customer. The team did not consider any positive impact of the HQ2012 initiative since enough information is not yet available to draw any conclusions regarding the impact to S&A.

MILCON Rates. Recommend upward adjustment of the CONUS S&A rate based on the data reviewed. The current S&A rate of 5.7% is inadequate for most projects based on the data collected. The MILCON rate for all projects for the entire collection period was 6.6%. Removing Honolulu's data has insignificant impact (only 0.1%) on this figure since it is a small Program in relationship to the other Districts. Also, a review of the entire Corps Program indicated that the MILCON S&A central fund lost $4.3 million in FY01, $7.0 million in FY02 and $2.8 million in FY03 for a total of $14.1 million. As stated above, this represents a significant drop in the MILCON portion of the reserve. Based on the study data, combined with the Headquarters data, it would appear that there is a Corps-wide problem in this area. Thus, in order to maintain the required level of service, the CONUS S&A rate for MILCON must be raised to allow for an increase in costs due to such items as changes in effective rates, consolidated overhead rates and additional PM and PDT team member charges. The OCONUS rate of 6.5% does not require adjustment at this time based on the fact that the study S&A rate was 6.6%, only a 0.1% difference. It is also recommended that the MILCON rates continue to be monitored, especially as we implement PMBP, to determine if the rates require further adjustment.

OMA Rates. Recommend upward adjustment of both the CONUS and OCONUS S&A rates based on the information reviewed. The current S&A rate of 6.5% (8.0% for Honolulu) is inadequate for most projects based on the data collected. The OMA rate for all projects for the entire collection period was 9.3%. Also, a review of the entire Corps Program indicated that the OMA S&A central fund lost $2.7 million in FY01, $4.7 million in FY02 but gained $2.8 million in FY03 for a total loss of $4.6 million. However, since the study data includes Honolulu District and since they have a significant OMA Program, it is appropriate to separate their data from the data set before a recommendation regarding the rate is made. It should also be noted that Honolulu's high rate is, in part, attributable to Resident Office renovations and a furniture purchase, thus, causing an increase to the overhead rate. With Honolulu's data removed, the rate for the collection period for the remaining Districts drops from 9.3% to 7.4%, still over the 6.5% flat rate. Honolulu's rate during the collection period was 12.6%, well in excess of the 8.0% flat rate. As with the MILCON Program discussed above, it would appear that there is a Corps-wide problem in this area given the loss of $4.6 million the last three years, despite the gain in FY03. Thus, it appears that there is a need to raise the OMA for both the 6.5% and 8.0% rates in order to maintain the required level of service to manage these projects. Since the study indicated a need to increase the OMA S&A rate, the team

considered various alternatives as to how to bring this program back to a break-even status. Alternatives included increasing the CONUS OMA rate from 6.5% to 7.0% and the OCONUS rate from 8.0% to 8.5%; increasing the rates to close to the actual rates incurred during the study; or reducing expenses on OMA projects. Consideration was given to the impact to the local customer but, as with the MILCON rate, increasing fringe benefit rates and TLMs plus increased charges due to PMBP implementation indicate a need to raise the rate to at least slow the loss until some of these issues stabilize. Giving consideration to both the customer impacts and the losses being experienced, the general consensus of the study team is to increase both the CONUS and OCONUS rates by 0.5% to 7.0% and 8.5% respectively. While this increase would not have been sufficient to solve the shortfall problem during the study period, the fact that there was not a loss in FY03 is a positive sign. However, a one-year gain is not enough to indicate the problem is solved. Thus, it is also recommended that the OMA rates continue to be monitored, especially as we implement PMBP, to determine if the rates require further adjustment.

DERP Rates. Recommend no adjustment of either the CONUS or OCONUS S&A rates based on the information reviewed. The current rate of 8.0% (8.5% OCONUS) for DERP is adequate based on the data collected in the study. The DERP rate for all projects for the entire collection period was 6.3% and a review of the entire Corps Program indicated that the DERP Program has not lost money since FY98. However, it should be noted that this overall rate is driven by the Omaha Program, which is nearly 75% of the placement collected. Since their rate is 6%, it drives the overall rate down significantly even though other Districts are slightly over the 8.0% flat rate. In view of this, lowering of the rate is not recommended at this time due to the limited data from the study and the fact that full implementation of PMBP across the Corps is just in the initial stages, which could later add more S&A expenses from the PM and Engineering S&A organizations. Thus, further monitoring of the rate is in order as we implement PMBP. If the rate continues to be more than adequate, consideration can be given to lowering the rate in the future.

Summary. Due to the impact to customers the study team felt that the rates should only be raised enough to slow the drain on the account rather than eliminate it. Thus, the study team recommends the CONUS MILCON rate be raised from 5.7% to 6.0% with no raise to the OCONUS rate; that both OMA rates be increased by 0.5%, from 6.5% to 7.0% (CONUS) and from 8.0 to 8.5% (OCONUS); and that the DERP rates continue to be monitored and, if they remain below the 8% (CONUS) and 8.5% (OCONUS) rates, that consideration be given to lowering it in the future. This rate increase would generate more MILCON income than OMA income and, given the relative state of the two reserves, the MILCON reserve is in much greater need. The team also recommends that all S&A rates continue to be monitored and, if necessary, that consideration be given to adjusting them further in the future, either upward or downward, based on the "checkbook" level and the impacts of PMBP and Headquarters 2012. Finally, while an S&A rate increase may cause some negative customer reaction, it is considered necessary to delivery a quality facility.

Alternative Solutions (not recommended by study team).

One alternative to raising the rates now is to continue to monitor them while we implement PMBP and until we can determine the impact of such items as rising effective rates and TLMs. For the Districts involved in the study, emphasis on PMBP resulted in an increase in charging from PM and PDT members. Eventually these costs will stabilize as Districts come to terms with PMBP implementation. Also, we now have the potential positive impact of the HQ2012 initiative, which will also take time to realize. The central fund will provide that flexibility as long as it continues to remain solvent.

Another alternative to raising rates is to seek out efficiencies to reduce costs. However, the Headquarters report entitled "Construction Capability Assessment" dated 10 September 2002 concluded that the current staffing levels are already inadequate to fully perform the required construction oversight. Added to this conclusion is the fact that, as PMBP is fully implemented, S&A charging from such organizations as PM and Engineering is likely to increase, at least initially, as the teams define the appropriate level of effort required by each PDT member on each project. As a result, the staffing levels will probably be even more constrained in the near term. In the long term, the impact of PMBP should be to eliminate redundancies, develop better designs, and define level of effort based on risk. Also, Headquarters 2012 may lead to efficiencies but that is also not considered a near term solution nor did the study team evaluate its impact since we do not yet have enough information. Thus, in the long term, efficiencies should be obtained which may reduce costs and enable us to deliver better projects to the customer. However, this will not occur in the near future. To summarize, if staffing is already considered constrained by the current income being generated; if PM and Engineering charges are going to increase, at least initially; and if the income being generated is insufficient to cover the current level of expenses, the likelihood of gaining enough efficiencies to get back within the rates is considered unlikely in the near term.

A final alternative is to cut the level of service. However, cutting is considered unacceptable from both a customer and a Corps perspective.

Chapter 11 – S&A Rate Banding

S&A Rate Banding

Description

This is deliverable (m) from the PMP. This deliverable required recommendations on the feasibility of developing flat rate S&A rates by 'band'. The pilot study team looked at banding for size of project, contract management group and funding source.

Data

The table below consolidates the data into a summary format.

Figure 11-1. Provides a graph of S&A rates based on the size of projects for those projects complete to at least 95% during the study.

Figure 11-1 Size of Projects

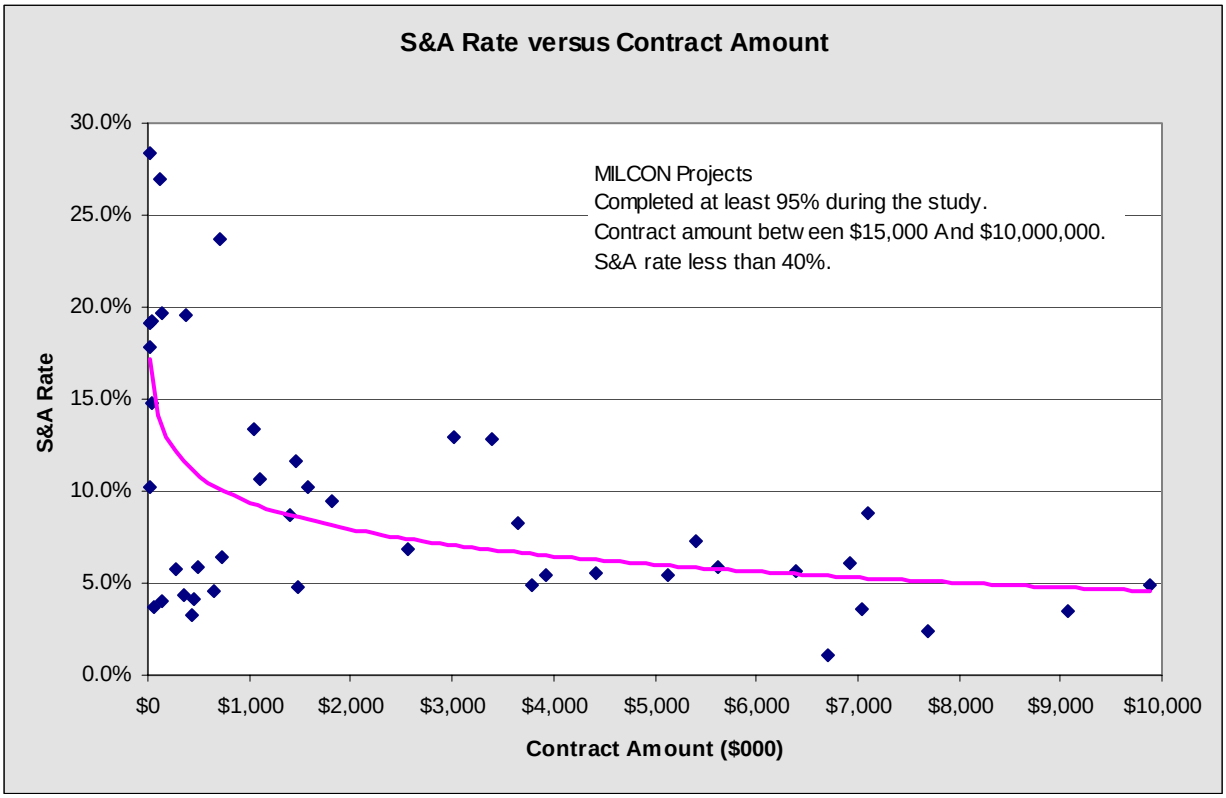


Table 11-2. Summarizes the S&A into categories by contract management grouping.

TABLE 11-2 S&A Rate by Contract Management Group

MILCON	PLACEMENT	S&A EXPENSES	RATE
DESIGN BUILD	89,030,470	5,917,568	6.6%
FIRM FIXED PRICE	595,056,593	38,019,629	6.4%
IDIQ/DO	45,439,450	3,303,414	7.3%
JOB ORDER CONTRACTING	610,184	38,424	6.3%
SMALL BUSINESS NEGOTIATED	425,863	36,638	8.6%
OMA			
COST REIMBURSEMENT	7,007,607	192,812	2.8%
DESIGN BUILD	12,890,572	567,391	4.4%
FIRM FIXED PRICE	106,634,941	10,695,803	10.0%
IDIQ/DO	68,461,120	6,653,198	9.7%
JOB ORDER CONTRACTING	20,245,829	1,598,715	7.9%
SMALL BUSINESS NEGOTIATED	5,156,044	354,006	6.9%
DERP			
COST REIMBURSEMENT	30,483,257	1,489,011	4.9%
FIRM FIXED PRICE	2,562,203	293,711	11.5%
IDIQ/DO	18,787,364	1,472,707	7.8%

Includes all projects performed during the study.

Table 11-3. Summarizes the DDC into categories by contract management grouping.

TABLE 11-3 DDC Rate by Contract Management Group

MILCON		PLACEMENT		DDC EXPENSES	RATE
DESIGN BUILD	$	89,030,470	$	556,586	0.6%
FIRM FIXED PRICE	$	595,056,593	$	3,128,515	0.5%
IDIQ/DO	$	45,439,450	$	98,203	0.2%
JOB ORDER CONTRACTING	$	610,184	$	6,162	1.0%
SMALL BUSINESS NEGOTIATED	$	425,863	$	-	0.0%
OMA					
COST REIMBURSEMENT	$	7,007,607	$	-	0.0%
DESIGN BUILD	$	12,890,572	$	16,067	0.1%
FIRM FIXED PRICE	$	106,634,941	$	819,322	0.8%
IDIQ/DO	$	68,461,120	$	1,663,187	2.4%
JOB ORDER CONTRACTING	$	20,245,829	$	122	0.0%
SMALL BUSINESS NEGOTIATED	$	5,156,044	$	55,730	1.1%
DERP					
COST REIMBURSEMENT	$	30,483,257	$	-	0.0%
FIRM FIXED PRICE	$	2,562,203	$	-	0.0%
IDIQ/DO	$	18,787,364	$	13,708	0.1%

Includes all projects performed during the study.

Table 11-4. Summarizes the S&A into categories by funding source.

TABLE 11-4 Distribution of Actual S&A Costs by Fund Type

	Fund Type	PERCENTAGE PLACED DURING STUDY		PLACEMENT		S&A EXPENSE (INCL MULTI-PROJ)	S&A RATE
MILCON	AFH	42.8%	$	19,166,419	$	995,087	5.2%
	BRAC	3.1%	$	9,508,240	$	1,069,124	11.2%
	DLA	2.9%	$	130,128	$	12,512	9.6%
	DOD	17.7%	$	1,708,942	$	206,336	12.1%
	DODM	29.7%	$	11,070,542	$	835,317	7.5%
	MCA	27.8%	$	298,089,384	$	17,407,902	5.8%
	MCAF	31.1%	$	292,399,687	$	19,107,283	6.5%
	MCAFFH	27.7%	$	11,082,278	$	831,859	7.5%
	MCAFH	18.1%	$	18,276,752	$	730,135	4.0%
	MCAFR	34.7%	$	8,831,024	$	677,559	7.7%
	MCAR	25.9%	$	20,997,518	$	1,543,418	7.4%
	MCD	14.2%	$	15,233,304	$	1,491,318	9.8%
	MCDA	56.8%	$	1,328,460	$	70,564	5.3%
	MCNR	20.1%	$	763,851	$	135,643	17.8%
	MMCA	98.7%	$	1,099,907	$	117,269	10.7%
	PAA	38.8%	$	3,317,459	$	276,218	8.3%
	PBS	37.2%	$	12,578,375	$	1,092,493	8.7%
	QOLED	19.9%	$	4,980,290	$	715,636	14.4%
MILCON TOTAL			$	730,562,560	$	47,315,673	6.5%
OMA	AFFHOM	26.9%	$	631,813	$	76,790	12.2%
	BUP	7.1%	$	345,833	$	112,481	32.5%
	DBOF	34.9%	$	12,063,286	$	1,318,435	10.9%
	DHP	48.4%	$	8,120,526	$	1,846,236	22.7%
	FHMA	92.8%	$	624,183	$	117,627	18.8%
	OMA	47.1%	$	118,196,580	$	10,476,850	8.9%
	OMAF	41.0%	$	28,095,287	$	1,990,729	7.1%
	OMAFH	31.3%	$	13,774,709	$	1,186,173	8.6%
	OMAFR	66.1%	$	804,437	$	87,299	10.9%
	OMAR	71.2%	$	10,581,073	$	1,034,650	9.8%
	OMDA	85.0%	$	6,915,217	$	660,520	9.6%
	OMM	76.4%	$	2,483,440	$	96,780	3.9%
	OMN	43.8%	$	2,456,276	$	174,683	7.1%
	OPA	7.0%	$	540,336	$	29,923	5.5%
	OPAF	84.2%	$	4,579,477	$	76,237	1.7%
	RDTE	37.8%	$	8,709,381	$	558,495	6.4%
	RDTEA	40.7%	$	1,474,259	$	218,018	14.8%
OMA TOTAL			$	220,396,113	$	20,061,926	9.1%
DERP	BRAC ENV	7.4%	$	3,756,347	$	309,218	8.2%
	DERP	20.9%	$	34,890,304	$	1,771,794	5.1%
	FUDS	10.9%	$	5,577,247	$	758,654	13.6%
	IRP	50.9%	$	1,246,319	$	63,553	5.1%
	IRPN	75.5%	$	5,152,563	$	224,039	4.3%
	IRPR	28.6%	$	1,210,044	$	128,171	10.6%
DERP TOTAL			$	51,832,824	$	3,255,429	6.3%

Costs for contracts awarded in the 4th qtr FY 2002 are not included.

Summary of Findings

Size of projects. Small projects generally have a higher S&A rate than larger projects.

Contract Management Group. In the MILCON program the largest data set is by far the firm fixed price type contracts with an overall rate of 6.4%. However, the design-build procurement method, which is the next largest category, has a rate only slightly higher at 6.6%. When comparing firm fixed price to design-build there are many differences in terms of where the S&A expenses are focused. In typical design-build projects there may be less S&A spent on such items as requests for information, shop drawings and modifications. However, offsetting those savings would be the additional cost of ensuring compliance with both the RFP and the contractor's design, resolving issues related to the intent of the RFP and costs to manage the design portion of the contract. While some design review costs are chargeable to DDC this does not change the fact that additional S&A is required during this phase also. In fact the DDC expenses between these two methods are only slightly different as seen with the data above. However, some of this may be based on inconsistencies in terms of what activities are chargeable to S&A vs. DDC. The bottom line is there is not much difference between the cost of managing a MILCON design-build project vs. a firm fixed price project. As far as for the OMA program, the data does indicate quite a difference between the cost of managing design-build and firm fixed price projects. The reason for this difference is unknown although there is probably not enough design-build data to draw any conclusions.

Costs for the MILCON IDIQ and OMA IDIQ and JOC procurement methods are higher than the flat rates, although it is interesting that for OMA it doesn't seem to matter whether a project is an IDIQ or firm fixed price type procurement. These rates are 9.7% and 10.0% respectively, which are essentially the same. The data sets for MILCON JOC and Small Business negotiated and OMA cost reimbursement are too small to draw any conclusions form plus the data may even be questionable on the cost reimbursement OMA category given that the rate is only 2.8%.

The DERP program mirrors the overall DERP data since most all work is cost reimbursement. However, the cost of firm fixed price is shown as much higher than cost reimbursement, which seems counter intuitive to what you would expect given the effort required to manage a cost reimbursable project. However, this is probably due to the types of projects involved and the small data set, rather than simply the procurement method.

Fund Type. The costs to manage the various fund types vary but this probably has less to do with the fund type than the types of projects in the data set. Also, many data sets are small so it is probably not fair to draw too many conclusions from the data alone. However, the largest MILCON data sets, MCA and MCAF, indicate it is more expensive to manage a MILCON Air Force project than and a MILCON Army project with rates of 6.5% and 5.8% respectively. However, for OMA work, the opposite is true.

Conclusions

The data clearly indicates that small projects are more expensive to manage large projects. Other than this fact, the data would indicate that the actual project itself, with the individual challenges for that project, are probably more of a factor than ether the procurement method or the fund type, except for small difficult programs such as the medical program. Also, even though the data does indicate a higher rate for Air Force than Army the difference is only 0.7%, which is not enough to draw any significant conclusions from.

Recommendations

Not recommended. S&A banding would provide for higher rates for smaller projects and for such Programs as the Medical program. Higher rates for small projects would probably result in customers not using the Corps to manage their small projects, and this is often where the local customer needs us the most. In addition, the flat rate account already incorporates the use of banding by use of the MILCON, OMA and DERP rates. Additional banding to further refine these rates into subcategories of work is not necessary to accomplish the overall balancing of the S&A expenses with the income generated. Neither is it considered important to band different programs or customers even though a case can be made for Programs such as the Medical Program. It is a very small Program in the overall scheme and not enough additional income would be developed to offset the customer impacts.

Chapter 12 – Variable S&A Rates

Variable S&A Rates

Definition

This deliverable was originally in the PMP as part of deliverable (i) but has been split out into a separate chapter. In this chapter the team evaluated the possibility of developing variable S&A rates and offering variable S&A services.

Data

There is no data specifically displayed for this deliverable.

Summary of Findings

The data collected only represents projects where the customer received the traditional full service. On these projects, small and large ones alike received the level of effort needed to address all project issues with the only limitation being the overall District S&A rate.

Conclusions

The conclusions are covered in the recommendations below and are based more on the experience of the pilot study team than any data since there is really no data available for this item.

Recommendations

Do not develop variable S&A rates or services beyond what we currently have authority to do. Although variable rates would provide for flexibility in dealing with our customers and would allow us to establish different targets for different projects. However, this could undermine the charging consistency across the Corps and raise questions from our customers why one District's charges are more than another for the same level of effort. It would also increase the competition between Districts and cause movement away from the Regional Business Center concept. We already have the ability to request waivers on certain projects and perform the work on an at-cost basis plus we have the option of providing less than full services to our customer based on the actual costs of those services (such as QA only). Thus, we already have enough flexibility to respond to customer's needs when the project dictates the need to do so.

Chapter 13 – Recommendations to Reduce Cost and Improve Effectiveness

Recommendations to Reduce Cost and Improve Effectiveness and Customer Satisfaction

Description

This is deliverable (l) from the PMP. This deliverable required any recommendations to reduce cost and improve effectiveness and customer satisfaction. This deliverable provides general recommendations for further investigation collected from the SAPS Team for the potential reduction of costs and improvements in effectiveness and customer satisfaction. The observations and recommendations are based individual District's anecdotal data from after action reviews on selected projects, business processes and impediments.

1. Observation: Much of customer criticism of the Corps' construction management practices stems from apparent lack of visibility of Corps personnel on the construction site.

   Recommendation: Project budgets should be prepared for each project and detailed in Project Management Plans to ensure adequate field staffing and site visits to ensure customer buy-in and increase customer satisfaction.

2. Observation: Project scope is often ill defined and/or under programmed due to inadequate scoping and/or estimating causing delays in project execution and less that full scope being awarded in order to remain within statutory limits.

   Recommendation: Invest in planning charette early in project development stage and/or design/construction agent involvement as early as possible.

3. Observation: Projects are often advertised and awarded with know design deficiencies and/or late pending operational changes to be 'fixed' or incorporated during construction in order to meet year-end execution objectives resulting in non-competitive pricing for changes and excessive cost, time and BOD growth.

   Recommendation: Remove pressure to award regardless of adequacy of design or customer scope formulation. Investigate S&A rates and cost and time growth for projects awarded at the end of the FY.

4. Observation: Cost for unfunded HQ directed activities and Automated Information System (AIS) requirements have steadily increased draining already limited available resources for project execution and construction S&A.

   Recommendation: HQ imposed overhead activities must meet stringent added value tests prior to being impose and 'Fee for Service' AIS cost must be reduced.

5. Observation: The same degree of design and construction management requirements for MILCON projects are being imposed and required for O&M and other non-MILCON projects thus increasing costs unnecessarily.

   Recommendation: Evaluate current regulatory design and construction requirements for non-MILCON projects. Consider also the acquisition methodology used; i.e., IDIQ, MATOC, JOC, etc.

6. Observation: Construction office staffing is planned for the long term, which may result in over staffing during lean construction periods and under staffing during peaks. During lean periods, this results in a draw on the S&A accounts and, if the period is lengthy, could result in negative long term impacts on the S&A reserve.

   Recommendation: Use construction management services to cover peak workloads and resource shortfalls.

7. Observation: Many specifications currently require contractor submittals for information and/or Government Approval that may be unnecessary, time consuming, drain S&A resources and potentially relieve the contractor of contractual responsibilities.

   Recommendation: Review project specifications during BCOE reviews to eliminate all requirements for unnecessary contractor submittals in accordance with ER 415-1-10 and recent 26 Mar ’03 Policy on P&D, S&A and DDC.

8. Observation: On numerous occasions over the past years, HQ has requested and received MSC/FOA recommendations for changes in existing regulations to obtain efficiencies and cost saving, i.e. elimination of the ‘daily log’. Many of those recommendations have gone unanswered.

   Recommendation: HQ should review previous FOA recommendations and liberally adopt those that offer promise for efficiencies and cost savings.

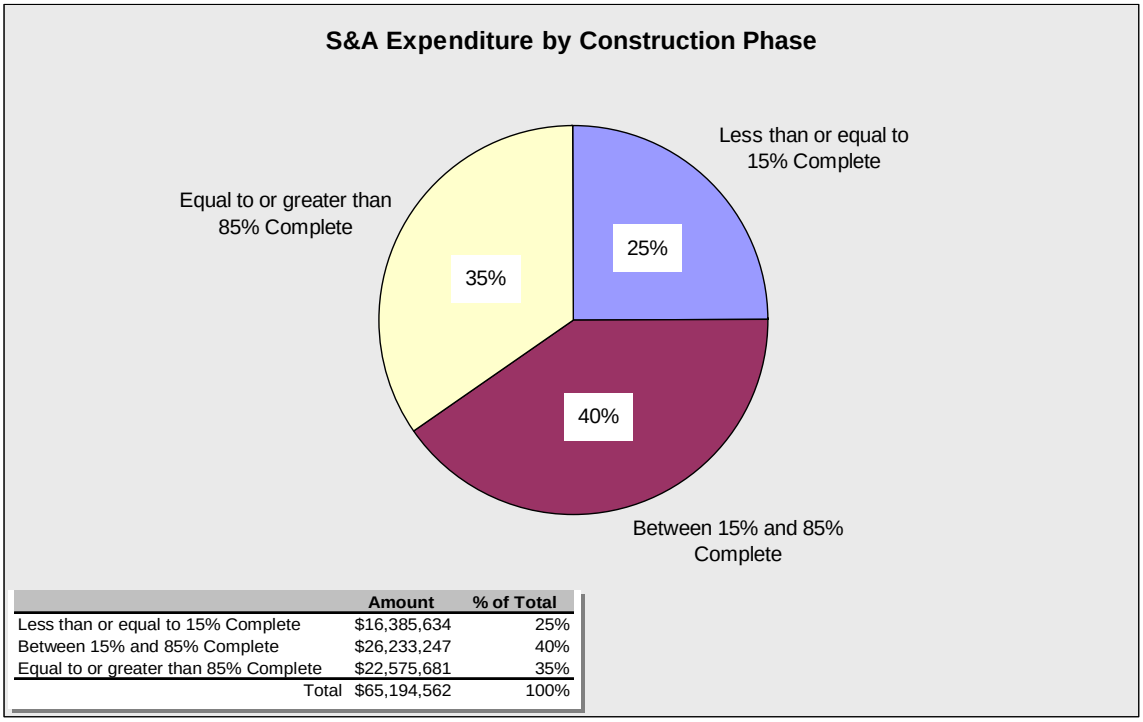
Chapter 14 – Other Data Charts and Observations

Other Data Charts and Observations

Description

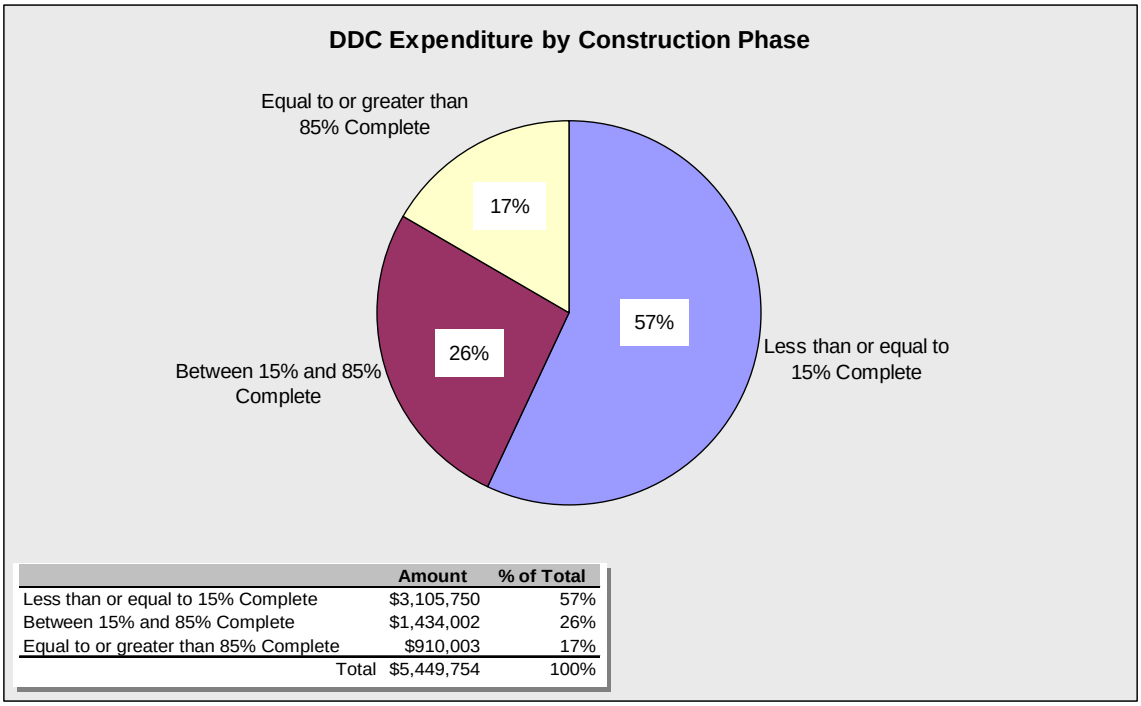
This was not one of the original deliverables in the PMP. However, during the study period the team reviewed the data in various formats. These charts are included here for information only. The team did not base any conclusions in the study on this information. However, some of the information was considered interesting and, since it is available, is provided as part of the report.

Figure 14-1. S&A Expenditure by Construction Phase All Projects (Chart)
This figures depicts the percentage of S&A expended in the first 15% of a project; the period between 15% and 85%; and the last 15% of a project. The data set is all projects in the study, regardless of what stage the project was at when the study began.



	Amount	% of Total
Less than or equal to 15% Complete	$16,385,634	25%
Between 15% and 85% Complete	$26,233,247	40%
Equal to or greater than 85% Complete	$22,575,681	35%
Total	$65,194,562	100%

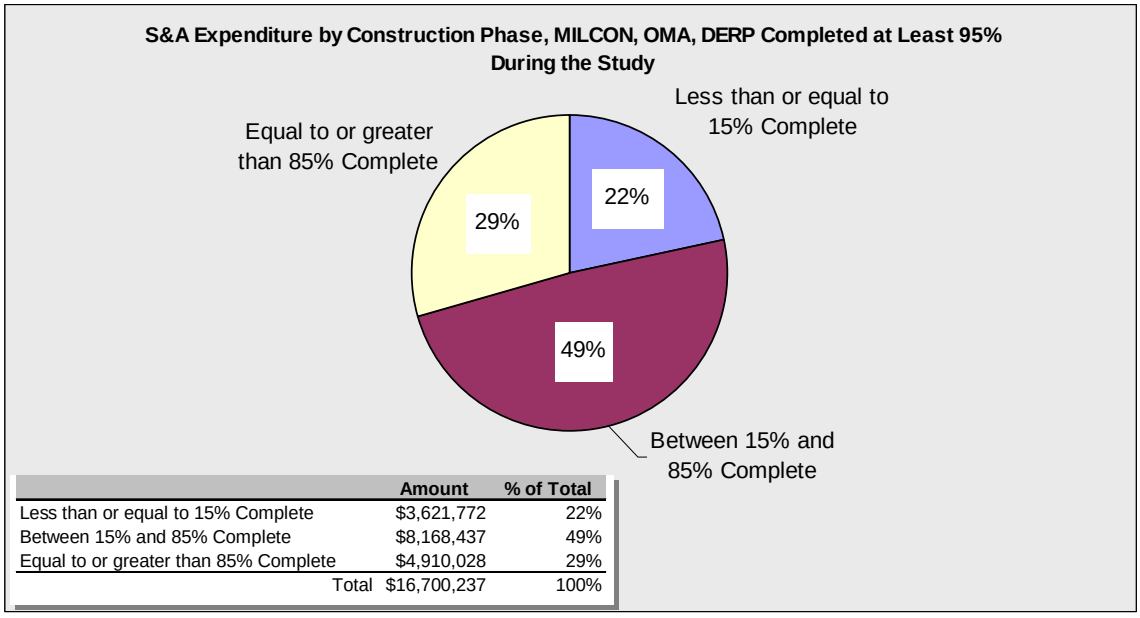
Figure 14-2. DDC Expenditure by Construction Phase All Projects (Chart)
This figure depicts the percentage of DDC expended in the first 15% of a project; the period between 15% and 85%; and the last 15% of a project. The data set is all projects in the study, regardless of what stage the project was at when the study began.



	Amount	% of Total
Less than or equal to 15% Complete	$3,105,750	57%
Between 15% and 85% Complete	$1,434,002	26%
Equal to or greater than 85% Complete	$910,003	17%
Total	$5,449,754	100%

Figure 14-3. S&A Expenditure by Construction Phase, MILCON, OMA, DERP Completed at Least 95% During the Study

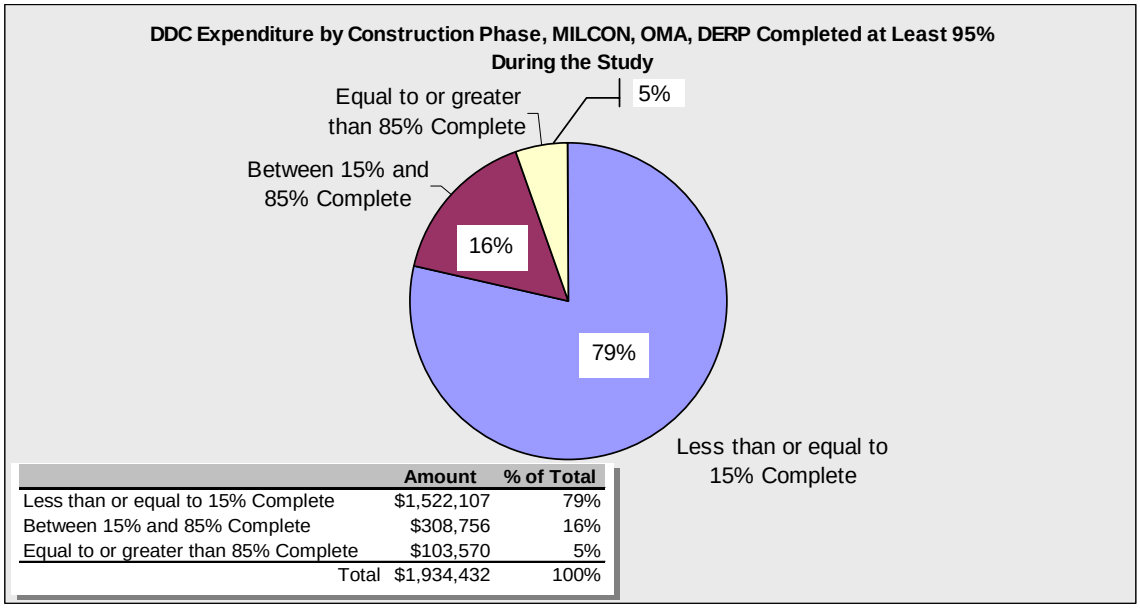
This figure depicts the percentage of S&A expended in the first 15% of a project; the period between 15% and 85%; and the last 15% of a project. The data set is only those projects completed to at least 95% during the study but it does include MILCON, OMA and DERP.



	Amount	% of Total
Less than or equal to 15% Complete	$3,621,772	22%
Between 15% and 85% Complete	$8,168,437	49%
Equal to or greater than 85% Complete	$4,910,028	29%
Total	$16,700,237	100%

Figure 14-4. DDC Expenditure by Construction Phase, MILCON, OMA, DERP Completed at Least 95% During the Study

This figure depicts the percentage of DDC expended in the first 15% of a project; the period between 15% and 85%; and the last 15% of a project. The data set is only those projects completed to at least 95% during the study but it does include MILCON, OMA and DERP.



	Amount	% of Total
Less than or equal to 15% Complete	$1,522,107	79%
Between 15% and 85% Complete	$308,756	16%
Equal to or greater than 85% Complete	$103,570	5%
Total	$1,934,432	100%

Figure 14-5. S&A Expenditure by Construction Phase, Contract Management Type
This figure depicts the percentage of S&A expended in the first 15% of a project; the period between 15% and 85%; and the last 15% of a project. The data set is only those projects completed to at least 95% during the study but the chart breaks down the data by Contract Management type.

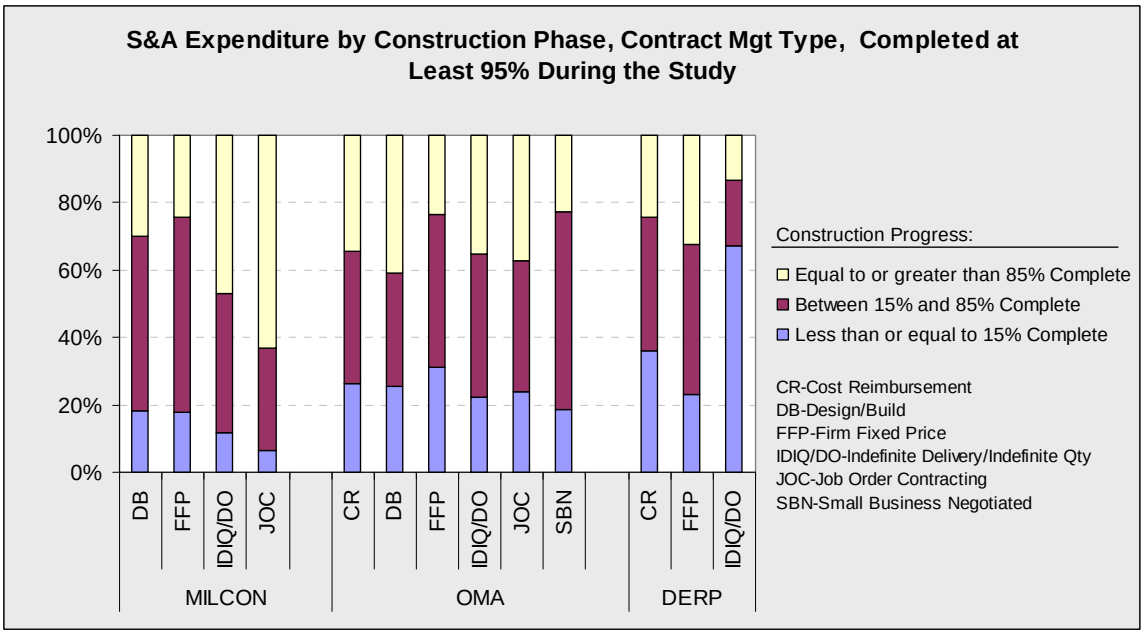


Figure 14-6. DDC Expenditure by Construction Phase, Contract Management Type
This figure depicts the percentage of DDC expended in the first 15% of a project; the period between 15% and 85%; and the last 15% of a project. The data set is only those projects completed to at least 95% during the study but the chart breaks down the data by Contract Management type.

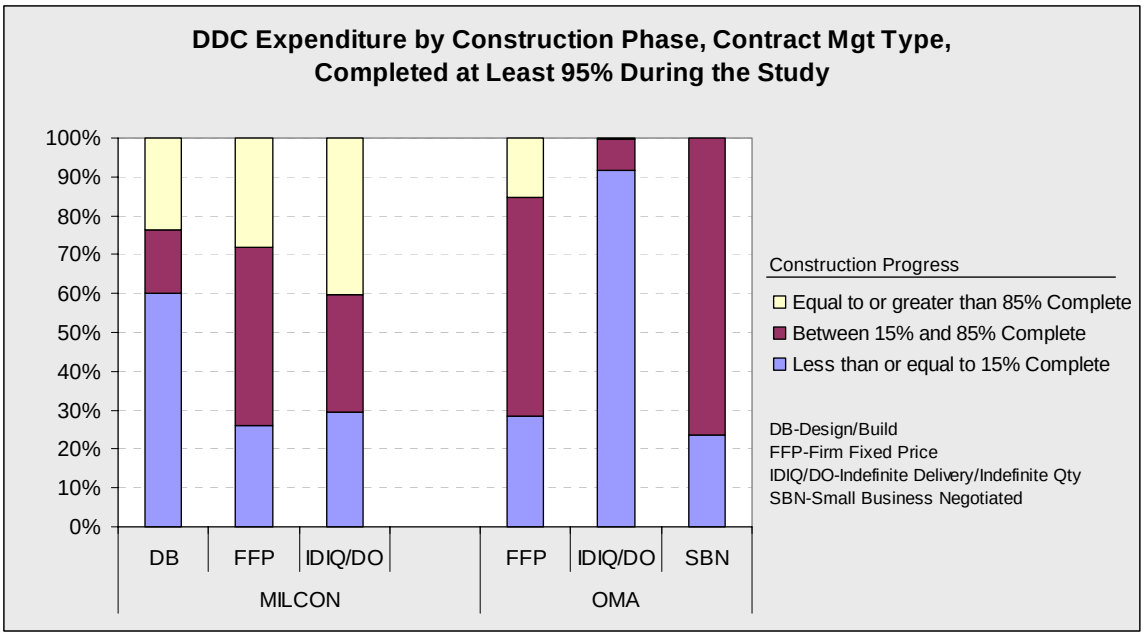


Figure 14-7. S&A Expenditure by Construction Phase, Completed at Lease 95% by Contract Management Type

This figure depicts the percentage of S&A expended as a curve through the life of a project. This is not a single project, but rather all projects of the type noted combined into one curve. The data set is only those projects completed to at least 95% during the study but the chart breaks down the data by Contract Management type.

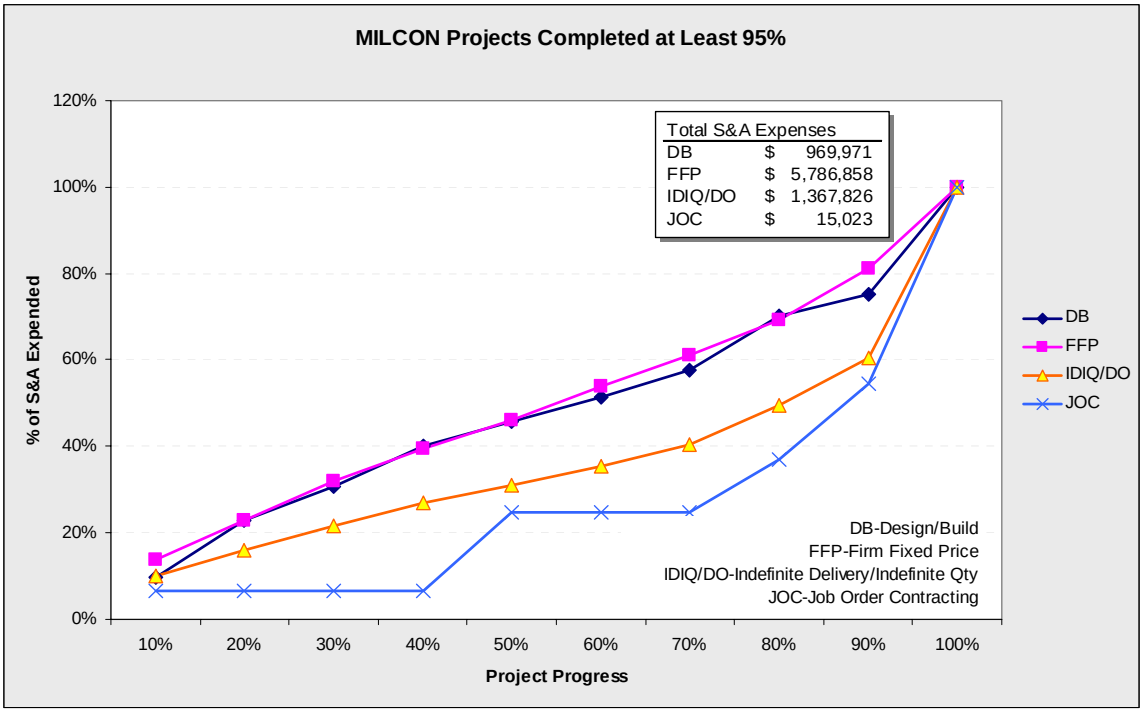
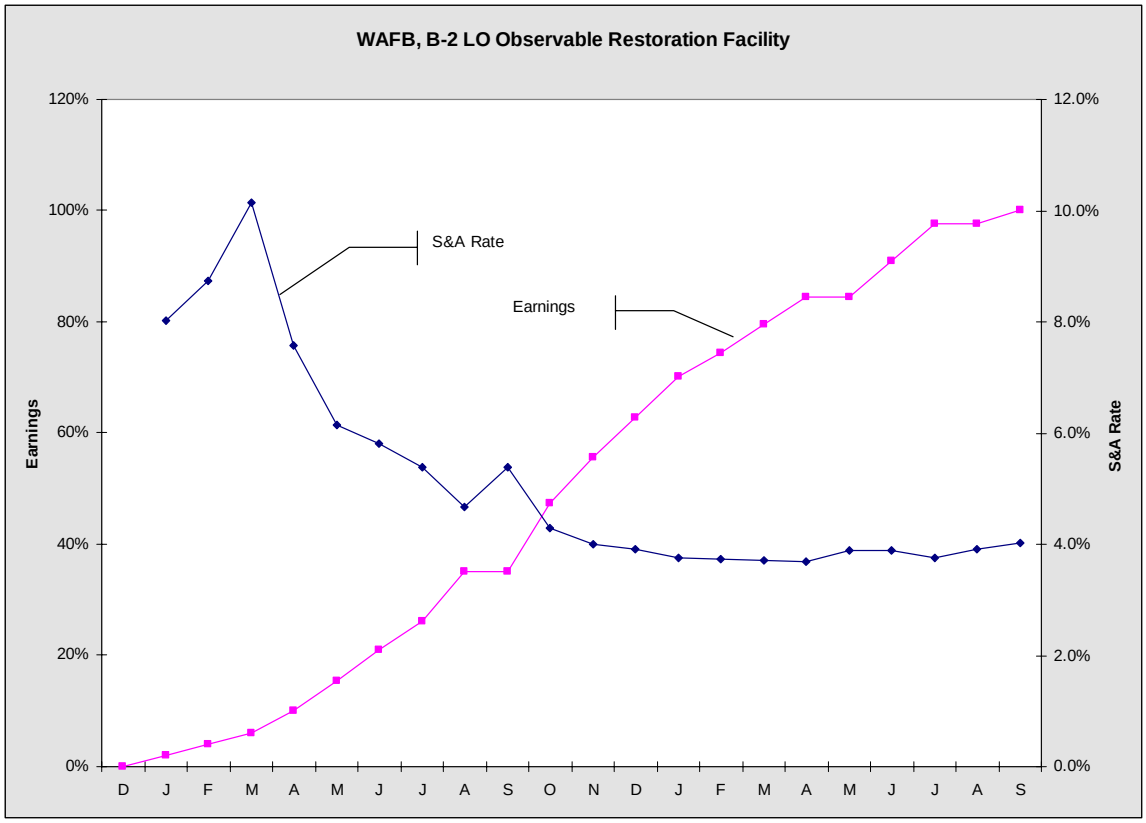


Figure 14-8. Whiteman AFB, B-2 LO Observable Restoration Facility
This figure depicts the S&A rate of one project through the life of that project. Only one project is shown here, although there were several charts of this nature prepared. However, this is considered typical – rates are high at the start of a project due to a lack of placement, then stabilize as the placement increases.



ABC	Activity Based Costing
ACC	Air Combat Command
ACO	Administrative Contracting Officer
A/E	Architect - Engineer
AIS	Automated Information System
BOD	Beneficial Occupancy Date
COR	Contracting Officer's Representative
CSRS	Civil Service Retirement System
CWE	Current Working Estimate
DDC	Design During Construction
DERP	Defense Environmental Restoration Program
DO	Delivery Order
DOH	Departmental Overhead Rate
EC	Engineer Circular
ER	Engineer Regulation
FERS	Federal Employee Retirement System
FOA	Field Operating Activity
FY	Fiscal Year
G&A	General and Administrative Overhead
IDIQ	Indefinite Delivery Indefinite Quantity
JOC	Job Order Contracting
LMI	Logistics Management Institute
METL	Mission Essential Task List
MCA	Military Construction Army
MCAF	Military Construction Air Force
MILCON	Military Construction
MSC	Major Subordinate Command
OMA	Operations and Maintenance Army
P2	New PMBP Software
P&D	Planning and Design
PDT	Project Delivery Team
PM	Project Manager
PMBP	Project Management Business Process
PMP	Project Management Plan
QA	Quality Assurance
QM	Quality Management
RFI	Request For Information
RFP	Request for Proposal
RM	Resource Management Office
S&A	Supervision and Administration
SAPS	S&A Pilot Study
TLM	Total Labor Multiplier

Appendix B – Memorandum from CEMP-EC dated 12 May 2000, Supervision and Administration (S&A) Construction Management Business Process Study and Memorandum from CEMP-MP dated 01 December 2000, Pilot Study on Managing Supervision and Administration (S&A) at the Project Level

See next page.

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

12 MAY 2000

REPLY TO
ATTENTION OF:

CEMP-EC (415)

I

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Supervision and Administration (S&A) Construction Management Business Process Study

1. Reference CEMP-EC memorandum dated 14 June 1999, subject as above.

2. This memorandum informs you of the status of the S&A study. As quick background -- HQUSACE contracted Logistics Management Institute (LMI) to assist in developing recommendations to improve the efficiency, effectiveness, and customer satisfaction of the construction management activities of our project management business processes. There were two study committees formed to oversee the S&A study - the Working Committee and the Executive Steering Committee. Personnel from Headquarters and LMI visited four districts to look for "good ideas" to improve the process. The Executive Steering Committee was briefed and 11 recommendations were forwarded to me for consideration. I presented the recommendations (Encl) to you via video tele-conference (VTC) and I asked for your feedback.

3. Thank you for your responses to my referenced memorandum and the VTC. Based on your feedback we have finalized the following list of recommendations for implementation:

a. Develop primer for time and other charges to S&A account.
b. Retain basic S&A rate structures (flat and at cost).
c. Reduce review of submittals requiring government approval.
d. Establish regional construction management (CM) contracts.
e. Review and improve recruitment and other personnel action support.
f. Develop flexible S&A workforce model.
g. Evaluate districts' construction management practices against validated CM business processes.
h. Review procedures for administrating Davis Bacon requirements.
i. Encourage resident engineers to control contracted CM support.

4. After reviewing your input, with few exceptions, there was near unanimous agreement to proceed with the finalized recommendations outlined in the previous paragraph. We need to begin implementing these recommendations with sound plans and schedules.

5. Regarding the study recommendation to add variable S&A services and rates for military O&M work, most MSCs agree a test of this concept is needed to determine its full feasibility, benefits and risks. It is important that the testing concept is well defined and potential impacts both to our customers and to us are understood and accepted. Based on your comments, I envision two concurrent test options. The first option would offer variable S&A flat rates by project size, and the second option would offer variable S&A flat rates by management intensity. My intent is to work with you and your customers to develop some details on these options, and then to test this concept at selected districts.

6. There was mixed reaction to the study recommendation to institute detailed project level S&A expense accounting for military flat rate work. Before I decide whether to pursue this recommendation, I want to conduct a pilot test at several districts. This test would include developing and implementing procedures to evaluate the benefits and costs of actual expense tracking for all S&A flat rate work.

7. There are other ongoing initiatives that relate to our project delivery process – a project management business process (PMBP) study; a study on improving implementation of the PMBP during the construction/remedial action phase of project delivery; updating of the construction fiscal management regulation (ER415-l-16); and S&A fiscal account regionalization, to mention a few. Results of these initiatives may surface additional ideas and recommendations, but I believe it is time to move forward with the S&A study recommendations as I have outlined in paragraph 3.

8. We will be updating you on planned implementation actions and schedules. I encourage each of you to move forward and use those S&A study recommendations that are readily implementable and make sense to improve our project delivery process. My point of contact for this action is Pete Almquist (202-761-1258).

FOR THE COMMANDER:

Encl

MILTON HUNTER
Major General, USA
Deputy Commander
for Military Programs

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CEMP-MP (415-l0e) 01 DEC 2000

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Pilot Study on Managing Supervision and Administration (S&A) at the Project Level

1. References:

a. CEMP-MA Memorandum dated 30 Jun 00, SAB.

b. DAIM-MD Memorandum dated May 15, 2000, subject: Army Cost Management/Activity Based Costing (CM/ABC) Implementation Plan for Base Operations Support.

2. Reference la sought volunteer Districts to participate in a pilot study on budgeting and tracking S&A expense at the project level for all Military Flat Rate projects. Reference lb directed MACOMS to initiate development of prototype ABC models for selected functional areas by December 2000.

3. Based on the responses from the Divisions I have selected Kansas City, Omaha, Seattle, Norfolk and the Honolulu Districts to participate in the S&A pilot study and the Louisville District to execute the ABC prototype test. I appreciate the interest expressed by other Divisions and Districts in this important initiative.

4. Mr. William Zaner, Chief Construction Division, Kansas City District will head-up the Pilot Study and ABC test as the Project Manager with a Team composed of a representative from each participating District and HQUSACE elements.

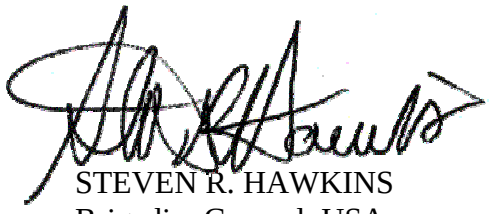
5. HQ will fund the Pilot Study and ABC test costs, as appropriate, through reimbursement to the MSC S&A checking account. These costs include the time, effort and travel necessary to manage, evaluate and analyze the pilot study and test data and the District effort associated with direct charge at the project level.

6. The purpose of the study is to compare and evaluate budgeted and actual direct charge costs on a project by project basis against current flat rate procedures. Therefore, any effort to exercise control of flat rate S&A and TLM targets for participating Districts could negatively

influence the study results. Participating Division and District Commanders are encouraged to support the pilot study and its intent by relaxing management controls exercised in prior years to meet S&A and TLM targets.

7. HQUSACE POC for the pilot study is Mr. Phil Pinol, CEMP-MP (202) 761-1321.

FOR THE COMMANDER:



STEVEN R. HAWKINS
Brigadier General, USA
Deputy Commander
for Military Programs

CF:
All District Commanders
CEMP-ZB
CEMP-M
CEMP-I
CEMP-R
CECW-ZA
CECW-E
CERM-ZA

Project Management Plan

Supervision and Administration (S&A) Pilot Study

1. Authorization for Pilot Study – Memorandum from MG Hunter dated 12 May 2000

2. Purpose and Scope of Pilot Study – To provide cost data to assist in developing recommendations for future decisions that would enhance efficiency, effectiveness and customer satisfaction of the construction management phases and costs of the Corps' project and program management business processes.

a. Develop and implement procedures to determine the actual cost of the supervision and administrative (S&A) effort for each project managed under the flat rate military program. It is anticipated that the S&A costs vary depending on size, complexity, procurement method, location and management intensity, but S&A costs are currently charged to the flat rate S&A account for its respective program so project level information is not available.

b. The design during construction (DDC) expenses, which are currently tracked by project, will also be collected and evaluated along with the S&A expenses. This will provide for a more complete accounting of the total project costs.

c. As part of the pilot study, a selected District will employ an Activity Based Costing (ABC) model for the construction management business processes on selected projects in order to approximate actual cost by selected activities and assist in providing data to support recommendations on the feasibility of implementing ABC for other areas of Corps operations.

d. Under the PMBP the PM has responsibility for the overall project, including how S&A should be budgeted and expended. To date the PM's involvement in this process has been less than that of the construction team members in Districts. This pilot study will include the requirement that the PM, with the PDT, be responsible for developing and maintaining the S&A budget for the selected test projects and for monitoring the actual expenses vs. the current budget and ABC model throughout the life of the project.

3. Parameters of Pilot Study –

The pilot study will initially run one year and the tracking of expenses by project will be required for all projects at the selected Districts. The final selection of projects to be evaluated as part of this study will be determined by the Team Members in cooperation with the Districts and will depend on the current status of the project as well as other factors. Ideally, it is preferred that the study include costs on a project from the start of construction through the warranty and closeout phases. Thus, the actual length of this

study will depend on the actual projects selected and an evaluation of test results at the end of the first year.

4. Project Delivery Team Members – the following primary team members have been assembled from the Districts participating in this pilot study. In addition, each District has a team member named below from PM, RM, and/or Engineering and Construction assisting in the implementation of this study.

PM – Bill Zaner, Chief Engineering & Construction Div, Kansas City District
HQ Representative (MP) – Phil Pinol
HQ Representative (RM) – Phil Blount
HQ Representative (EC) – Terry Wilford
PM Representative – Olton Swanson, Seattle District
RM Representative –Marv Ormerod, Louisville District
Construction District Office Representative – Terry Gosmire, Omaha District
Construction District Office Representative – Louis Muzzarini, Honolulu District
Area Office Representative – Bill Robson, Area Engineer, Norfolk District
CEFMS – Sherry Cahill, Huntsville CEFMS Development Team
ABC Process Advisor– Ed Vogel, HQUASCE, CERM
District Team Members

Honolulu – Yvonne Watarai, CEPOH-EC-C
Louisville – Kathy Doyle, CELRL-CD
Kansas City – John Cichelli, CENWK-EC-C
Joseph Munoz, CENWK-EC
Meg Green, CENWK-RM-B
Omaha – Jolene Birkett, CENWO-CD-CM
James Olsen, CENWO-CD-CM
Norfolk – Mary Hall, CENAO-RM
Betty Eisenhower, CENAO-PM-M
Seattle – Shelley Barringer, CENWS-EC-CD
Veronica Damm, CENWS-PM

5. Districts to be Involved in Pilot Study – Kansas City, Omaha, Seattle, Louisville, Norfolk and Honolulu. Louisville District will only participate in the ABC study. NWD, NAD, POD and LRD will monitor the test for opportunities to improve regional S&A management.

6. Goals and Objectives-

a. Capture and record actual S&A costs at the project level for each construction project and compare that data to S&A income from construction placement and established project budgets.

b. Capture and record approximate S&A costs by designated construction phase activity, consistent with the Logistics Management Institute (LMI) study categories. These costs will be collected by phase activity, but not by project.

c. Enhance regional management of S&A checkbook accounts.

d. Determine basis for establishing potential S&A flat rate 'bands' based on project size, complexity, location and construction method (e.g. new construction, design/construct, rehabilitation, etc.) as opposed to the current single flat rate charge for all projects.

e. Provide insight to increasing the efficiency and effectiveness of S&A resources, their 'added value' to the project delivery process and customer satisfaction. The actual cost data gathered against the construction business processes and DDC would allow an analysis to potentially eliminate currently required functions that are of questionable value and/or do not contribute to customer satisfaction.

f. Determine the feasibility, benefits and risks of direct charging to flat rate projects and/or charging by 'bands' (based on project size, location complexity, management intensity, etc.) in an effort to increase customer satisfaction, reduce costs and increase Corps performance.

g. Increase the engagement of the PM in the management of the S&A budget throughout the construction phase of the project.

7. *Methodology-*

a. S&A costs on projects will be recorded without regard to current project status. Each project will have a unique CEFMS funded or ordering work item. Projects and contracts will be baselined at the start of the project cost tracking in order to later evaluate the data accurately. Whenever possible, selected projects will be tracked from contract award through fiscal closeout.

b. DDC costs, which are currently charged by project, will be collected and evaluated in order to provide for a complete accounting of the total project costs.

c. To develop overall consistency in this study a supplement to this PMP will be issued addressing when it is appropriate for PMs and Engineering staff to charge to the S&A flat rate account on projects. Charges to the projects will be able to be reported on an organizational basis in order to evaluate the impact of this clarification to the current regulations and procedures.

c. The ABC test at the Louisville District will track expenses for each of the 9 construction management business processes identified below, not on an individual

project basis, but by S&A flat rate account. Projects and contracts will be baselined at the start of the cost tracking in order to later evaluate the data accurately.

S&A Fiscal Operating Budget Management
Submittal Management
Quality Management
Contract Modification and Change Order Management
Progress Payment Management
Completion, Transfer and Closeout Management
Field Engineering Management
Project Funds Management
Contract Claims Management

d. A separate labor cost account will be established in order to collect costs associated with ABC model and S&A project baseline estimates and the administrative costs (i.e. timekeeping functions, establishing individual project labor charge codes, etc.) of direct charging. This account shall also cover District participation in the management of the Pilot Study, meetings, data analysis and evaluation. These costs will be funded by HQUSACE through the MSC's S&A Checking Account. The costs associated with the day to day time and effort to direct charge the ABC management phases or individual projects by Districts and field personnel will be developed monthly based on the District's best estimate of these costs.

e. As a part of this study Project Managers at the test Districts will estimate the S&A budgets and track expenses against those estimates. All projects awarded after 01 September 2000 and any project awarded prior to 01 September 2000 that extends beyond 30 September 2001 will be included in this study. The PM, in cooperation with the construction and engineering team members, shall prepare a budget for all S&A and DDC project expenses and shall review the actual vs. budgeted expenses on at least a monthly basis.

f. Pilot Study data will be gathered and reviewed by the committee on a quarterly basis. Actual costs will be reviewed against the ABC models, flat rate S&A estimates, customer feedback and study goals and objectives. Critical areas of review will be the pattern and reliability of direct labor charge data, customer surveys and Pilot Study Deliverables.

g. The participating Districts will properly charge to projects without being constrained by the current flat rate targets assigned to each District by the Division and Headquarters. This is necessary to ensure the accuracy of the data between the various rates, to allow for the additional cost of the study itself, and to ensure that applicable costs from PM and Engineering are accurately reflected in the overall cost. However, this is not meant to be interpreted as overall relief from sound S&A funds management.

h. The participating Districts will receive relief from construction TLM targets to ensure the accuracy and consistency of the data being provided.

8. Resource Requirements – This study will involve various meetings, some traveling and various additional costs to set up systems for the ABC test and to track the actual S&A expenditures. The total cost for the first year to establish and manage the Study is estimated at $250,000, not including any increased cost due to additional charges by the PMs and Engineering team members. Districts will be allowed to charge their costs for this Pilot Study to their respective S&A accounts. HQUSACE will reimburse the MSC's S&A Checking Account, as appropriate, for the cost of conducting the Study and the additional costs associated with direct charging projects and/or 9 construction management phases. Cost for participation of Headquarters personnel will be funded from their respective operating accounts.

9. Schedule:

Task	Date
Initial Draft Project Management Plan	By 30 September 2000
Initial Team meeting	12-13 October 2000
Brief HQ Staff on PMP and study status	05 January 2001
Brief BG Hawkins on study	22 January 2001
Finalize Project Management Plan	By 31 January 2001
Conduct study	Oct/Dec 00 thru 31 December 2001*
Analyze results of study	Monthly thru 31 December 2001
Mid-point review with HQ	May 2001
Decision Briefing on Length of Study	15 October 2001
Prepare draft report on results	By 31 March 2002
Brief senior leadership on findings	By 30 April 2002
Finalize report	By 31 May 2002

* Note – Seattle and Norfolk began collecting data in October 2000, other Districts began collecting data by December 2000.

10. Deliverables:

a. Cost required to obtain actual S&A cost data on a project-by-project basis.
b. Actual S&A cost data from various projects compared to the income from the flat rate and the established project budgets.
c. An evaluation of the DDC costs and how it adds to the overall cost of managing construction projects.
d. An evaluation of the costs charged to S&A by the PMs, Engineering team members, Construction team members, and others allowed to charge directly to S&A by regulation plus its impact to the S&A rates.
e. Actual cost data for the construction management business processes compared to the ABC model, which will break costs down to one level below the overall project.
f. An analysis of the benefits, risks and the disadvantages of actual expense tracking on a project-by-project basis for S&A flat rate work.
g. An analysis of the study results, which will include highlighting common findings from the various Districts and projects.

h. Analysis of the PM's, RM's and functional manager's role in the budgeting and tracking of budgeted vs. actual S&A expenses and placement on a project-by-project basis.
i. Recommendations regarding the continuation of the flat rate charging procedures and potential for variable S&A services and rates.
j. Evaluation of the current flat rate structures and whether or not they are adequate to ensure the quality demanded by the customer.
k. Recommendations regarding the PM's, RM's and functional manager's involvement and control of S&A during the post award phase for a project.
l. Recommendations to reduce cost and improve effectiveness and customer satisfaction.
m. Recommendations on developing flat rate S&A rates by 'band'.

Note: Since some projects may run more than one year, the required reports may be prepared before some projects are fully complete with their study. However, it is anticipated that there will be enough information to draw conclusions as to the levels of effort and benefits of this study to date or to continue through the remaining life of the selected projects.

11. Approvals:

William J. Zaner 2/26/01
William J. Zaner, Project Manager

SE Br 3.2.01
Steve Browning, Chief Program Management Division, Military Programs

Dwight Bera 3/29/01
Dwight Beranek, Chief Engineering and Construction

Steve Coakley 4/5/01
Steve Coakley, Chief Resource Management

This document is modified pursuant to a meeting of the SAPS Finance Subcommittee on 13-14 March 2001 in HQ USACE.

Changes to this document are identified in italics below.

CELRD-PM/CELRD-ET 31 January 2000

MEMORANDUM FOR COMMANDER, LOUISVILLE DISTRICT, ATTN: CELRL-PM

SUBJECT: Supervision & Administration (S&A), Engineering During Construction (EDC), Post-Award Activities and Commissioning Activities – MILCON Programs

1. References:

a. CEMP-MD/CEMP-EE, memorandum, dated 14 October 1998, subject: Post-Award Engineering Services. EC 415-3-1002, Directorate of Military Programs, Programs Management Division Policy and Information Memoranda, reissued this memorandum.

b. DRAFT ER 415-1-16, subject: Fiscal Management, dated 16 September 1999. http://www.usace.army.mil/inet/functions/rm/business/ER415_1_16.pdf

c. ER 37-345-10 Accounting and Reporting - Military Activities

d. ER 37-2-10 Accounting and Reporting – Civil Activities

e. ER 37-1-261 Accounting and Reporting Procedures to Standardize Indirect Costing
http://www.usace.army.mil/inet/usace-docs/eng-circulars/ec37-1-261/entire.pdf

f. ER 415-1-10 Contractor Submittal Procedures

g. ***EP 715-1-7, Procurement – A/E Contracting, Chapter 7, A-E Responsibility Program***
http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep715-1-7/c-7.pdf

2. The purpose of this memorandum is to provide specific guidance to District and field offices outlining specific items that can be charged to EDC and to S&A after the contract is awarded. This policy is applicable to all MILCON funded projects.

3. EDC Charges: Design activities undertaken during the construction phase of a project to complete the design of the project are not charged to S&A. Such activities are charged to EDC in accordance with references 1.b., 1.c. and 1.f. These support activities include:

a. Design related site visits.

b. Submittals (shop drawings) requiring Government Approval.

c. Preparation of design changes, drawings and cost estimates, and testing to verify design assumptions.

d. Participation in commissioning of HVAC systems.

e. Extensions of Design - Fire alarm and sprinkler protection systems, prefabricated buildings, structural steel drawings, standing seam metal roof drawings, coordination studies such as short circuit analysis of contractor selected electrical equipment, etc.

f. Critical Materials - Coatings for cathodic protection of storage tanks, high-pressure piping and controls, acid and hazardous waste systems, architectural finishes for customer approval.

g. Deviations - Any submittal by the construction contractor that varies from the construction contract specifications and plans.

h. Unknown Conditions – Including differing site conditions, review of Value Engineering Contractor Proposals (VECPs), modification of Government Furnished Property requirements, suspension of work to accommodate unknown conditions and mandatory changes in criteria.

i. ***Prepare*** O&M ***systems*** Manuals ***for complex systems by designer (A/E or in-house)***.

j. Equipment which must be checked for compatibility with existing systems.

k. Equipment for an entire new system for sewage treatment and water purification plants, energy management control systems, intrusion detection systems, power generation and distribution systems, etc.

l. ~~All~~ ***Most*** direct labor costs related to the investigation and pursuits of AE liability for potential damages incurred by the Government. This includes administrative duties performed by the AE Responsibility Coordinator from inception of the case to resolution as well as review of documents and development of case file by district staff. References ***1.b, (Table 2-2, para 1.kk, Review and management of potential A-E responsibility action cases by construction personnel. Once determined to involve A-E responsibility, the S&A account may no longer be***

charged and Government effort to recover damages will be funded from project funds/construction contingencies.), 1.d., ~~and~~ 1.e., ***and*** **1.g.** ***(para 7-6.e, For a project under construction, the initial investigation and documentation of A/E liability an damages by Construction Division will be charged to the S&A account. Thereafter, project contingency funds will be used to investigate and pursue A/E liability.)*** give detailed guidance on what labor and purchases can be charged directly to S&A or should be charged to Departmental and G&A overhead ***or project contingency funds*** accounts.

4. Reference 1.a. made it clear that Planning & Design (P&D) funds will fund all engineering and design activities for MILCON projects up to construction contract award and that Award CWEs will no longer provide a separate funding line item for EDC. This means that all design related costs after construction award, including correction of design errors and omissions, all extensions of design, and other design activities involving the services of the Designer of Record will be charged to an EDC cost account which will be setup and funded from project contingencies. The cost of a contract modification, for upward reporting purposes such as funds requests, will include not only the construction cost but the engineering/design cost as well. The only exception to this policy is Design-Build contracts, where if approved, P&D funds can be used for the single purpose of reviewing the Design-Build Contractor's design submittals. P&D funds cannot be used for any other purpose after award of a Design-Build contract. See reference 1.a. for additional information.

5. S&A Charges: Post-award activities that are charged to S&A consist mainly of project and technical management, contract administration, and quality assurance (QA) activities. These activities occur from award to fiscal close out. See reference 1.b. and 1.f. for additional information and guidance. The following items are charged to S&A:

a. Reviews of insurance certification and bonding.

b. Preparation and execution of QA Plans.

c. QA sampling and testing of materials during construction (excluding sampling and testing to verify design assumptions) to determine suitability and compliance with plans and specifications; estimates of material/work quantities, including any required measurements or calculations by Government personnel.

d. QA/Quality Control (QC) Coordination Meetings.

e. Review of QC three-phase inspections and tracking of deficiencies. Quality verification/surveillance of contractor's QC system. Review of contractor's QC Reports and preparation of QA Reports. Inspections and surveys to ensure that construction is performed in compliance with plans and specifications, including verification of layouts, benchmarks, etc.

f. Pre-construction conferences.

g. Oversight of relocation, whether temporary or permanent, of building occupants.

h. Review, approval and enforcement of contractor submittals required by contract clauses, e.g., health and safety plan, demolition plan, submittal register, warranties, plan for environmental safeguards, etc. Review of contractor submittals labeled "For Information Only" (FIO) will be charged to S&A. Review and approval of contractor submittals (shop drawings) labeled for "Government Approval" (GA) by the Designer of Record will not be charged to S&A, but charged to EDC. ***The estimated cost for this effort should be included in the PMP and updated, as required.*** During the BCOE review, the project proponent, district office and field offices must adequately and thoroughly review the submittal register to eliminate government approval of non-critical submittals/shop drawings and assure that the registers minimize the costs of contractor submittals.

i. Review and approval of construction schedules and progress charts/NAS prepared by construction contractors. Conferences with contractors to coordinate project features; enforcement of compliance with schedules.

j. Review and monitoring of SF 1413.

k. Review and enforcement of contractor laboratory certifications.

l. Contract administration in association with modifications to contract.

m. Indefinite delivery/indefinite quantity (ID/IQ) construction contracts. For ID/IQ construction contracts the terms "pre-award" and "post-award" activities should be viewed in terms of individual task orders. Individual task orders that include both incidental design services and construction should be viewed as mini-design-build contracts and subject to the policy for design-build contracts.

n. The S&A Rate for design-build contracts is applied to the entire contract amount. During the design phase of the design-build project (which may be accomplished in a fast-track mode wherein certain elements of work may be designed and constructed before other elements) design review activities by district (construction, engineering, etc) personnel are not charged to S&A. Either P&D or EDC funds will be used. The decision on funding source for these activities must be made prior to award of the design-build contract and documented in the Project Management Plan (PMP).

o. Resolution of contract disputes and claims, to include cost of Government personnel, other administrative cost, and expert witnesses (when available within the organization). Outside expert witnesses and outside legal services, which are used primarily to provide creditable and unbiased testimony to defend against contractor claims, will be paid by customers from appropriate project funds and not charged to the flat rate S&A accounts. The Customer should be informed of these "risk management" costs prior to the Government incurring these costs.

p. Labor interviews, reports, and other administrative cost efficiency measures.

q. Management of contract funds and preparation of funds request.

r. Management of contract schedules, progress charts, and reports.

s. Review and processing of progress pay estimates and verification of bid item quantities.

t. Processing of routine document transmittals.

u. Preparation of construction contractor and final A/E performance evaluations.

v. The cost and management of contracted S&I services, also called construction management services, whether contracted separately or performed by an A-E as part of his A-E contract.

w. Performance of actions related to default or termination of a contractor.

x. Obtaining or provision of necessary technical guidance (i.e., technical manuals, standards, circulars, expert services, etc.)

y. Clarification of the plans and specifications requested by contractors.

z. Routine coordination among Corps personnel, project sponsor and user(s); when extraordinary effort is necessary, charges should be made to accounts other than S&A.

aa. Preparation and review of the contractor daily log, including routine safety inspections and comments.

bb. Pre-final and final inspections, and transfer of facilities to owner, with proper documentation. Verification of complete correction of final deficiency list (punch list).

cc. Review of operation and maintenance manuals.

dd. Photography/videotapes for reports.

ee. Review of “as-built” drawings prepared by the construction contractor.

ff. Warranty enforcement, including four-and-nine-month inspections.

gg. QA of site closure and post-construction maintenance.

hh. Financial closeout of contracts.

6. Commissioning of HVAC systems is normally included in the construction contract and therefore a responsibility of the project contractor and financed with project funds. The need for commissioning of HVAC systems should be documented in the PMP. Costs related to verifying compliance by the contractor are charged to S&A. Involvement of the Designer of Record in verifying the achievement of the design intent is a post-award engineering service and such costs are charged to EDC, not to S&A. Post-award engineering costs of HVAC Commissioning should be accounted for in the Award CWE as “Other Direct Costs without S&A”.

See next page.

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CEMP/CERM-P (415) 26 March, 2003

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Clarification of USACE Policy on Planning and Design (P&D), Construction Supervision and Administration (S&A) and Post-Award Engineering and Design Services (DDC)

1. References: a. Memorandums CEMP-MD/CEMP-EE dated 14 Oct 1998 and CEMP-MA dated 6 Feb 01, subject: Post Award Engineering Services

b. ER 5-1-11, 27 September 2001, Program and Project Management

c. Draft ER 415-1-16, 16 September 1999, Construction Fiscal Management

d. ER 415-1-10, Contractor Submittals for Approval

e. ER 37-345-10, Accounting and Reporting Military Activities

2. Engineering and design services during construction (DDC) are an essential part of the delivery of quality facilities for our customers. However, prior guidance regarding the funding and cost of this critical function is not consistently applied and/or is misunderstood by both Corps personnel and our customers in addition, customers have not been adequately informed of the requirement, purpose and extent of these post-award engineering costs. In some cases this lack of communication has served to undermine the Corps' credibility and customer relationships.

3. Our customers have made it clear that they are concerned about high Corps costs and the many 'surprise' funding requests for DDC, particularly for construction shop drawing submittals requiring Corps approval. Many believe they have already paid for the Corps' cost of review and approval as part of the design or S&A flat rate. Further, they have said that our processes need to do more to maximize contractor responsibility to deliver complete designs, quality construction materials and products and eliminate unforeseen customer costs.

4. In addition, current practices of using S&A funds for pre-construction contract award activities by construction personnel must cease. Planning and design (P&D) funds must be used for all pre-award activities up to and including the award of the construction contract. The Corps must maintain accountability of our design and construction processes and avoid any perception of supplementing funding for one process from another.

5. In view of the above, the current policy on post-award engineering services, reference l.a., is rescinded and replaced by the Construction Supervision (S&A) and Post-Award Engineering and Design (DDC) Policy at Enclosure I. This policy clarification is in full compliance with

the Corps' Project Management Business Process (PMBP) and ER 5-1-11. The policy provides clarification and guidance on functions to be charged to P&D for pre-award activities and S&A and DDC for post award activities. Further, the policy supercedes and/or supplements all existing policies and regulations relating to P&D, S&A and DDC charging practices. Draft ER 415-1-16 will be finalized and appropriate revisions made to ER 415-1-10, ER 37-345-10 and other pertinent regulations, as necessary, to reflect these changes. In addition, the 'S&A Green Book' published in 1996 titled "What is Construction S&A?…." is hereby rescinded.

6. The clarification of policy and functions in Enclosure 1 must be fully implemented in order to improve management performance and customer satisfaction. HQ will monitor implementation through the Command Staff Inspection (CSI) process and provide periodic feedback on progress and best construction business practices being implemented as a result of the guidance. MSC Commanders are tasked to establish procedures to implement, monitor and enforce appropriate P&D, S&A and DDC charging practices reflected herein.

7. By clarifying S&A and DDC charging practices, there may be a shift in charges to S&A from DDC. Therefore, MSCs will be allowed to draw on the MILCON and O&M S&A accounts in a reasonable manner during the remainder of FY03. However, justification will be required if the S&A draw appears to be excessive. CEMP-M, CERM-P and CECW-E will jointly monitor the S&A account balances and field staffing and recommend any adjustments to the S&A rates, as required, based on the combined P&D, S&A and DDC impacts.

8. As always, the Corps' goal is to provide our customers the highest quality products through innovative and evolving management techniques, such as PMBP, that will increase efficiency and effectiveness and customer awareness. The Corps and our customers will benefit from this policy clarification. You are encouraged to engage in a personal dialogue with your customers to elaborate on the policy clarifications.

9. HQ points of contact for this action are Mr. Phil Pinol, CEMP-MP, 202-761-1321, Mr. Phil Blount, CERM-P, 202-761-1267.

FOR THE COMMANDER:

Encl

STEPHEN COAKLEY
Director of Resource Management

CARL A. STROCK
Major General
Director, Military Programs

CF
All District Commanders

USACE Policy for Planning and Design (P&D), Construction Supervision and Administration (S&A) and Post-Award Engineering and Design (DDC) Services

1. References:

a. Memorandum CEMP-M/CERM-P dated 26 March 2002, Subject: Clarification of USACE Policy on Planning and Design (P&D), Construction Supervision and Administration (S&A) and Post-Award Engineering and Design Services (DDC)

b. ER 5-1-11, 27 September 2001, Program and Project Management

c. DoD Financial Management Regulation, Volume 3, Chapter 7, dated December 1996.

d. ER 37-345-10, Accounting and Reporting Military Activities

e. ER 415-1-16, 16 September 1999 (Draft), Construction Fiscal Management

f. ER 415-1-10, Contractor Submittals for Approval

g. Appendix A - Additional Routine S&A Functions. 2 December 2002

2. General: This policy is intended to provide clarification and guidance on P&D, S&A and DDC functions, charging practices and the implementation of the Corps' Project Management Business Process (PMBP) as relates to construction activities. Reference 1 .a is hereby rescinded. Draft ER 415-1-16 will be finalized in the near future and appropriate revisions will be made to ER 415-1-10, ER 37-345-10 and other pertinent regulations, as necessary, to reflect this policy.

3. Project Management Plan (PMP) and Budget:

a. The principles of the Corps PMBP initiative contained in ER 5-1-11 will be followed. Upon authorization and/or acceptance of a project, a project manager (PM) will be assigned in accordance with local procedures and form a project delivery team (PDT), to include the customer's representative. The PDT, led by the project manager (PM), will develop a Project Management Plan (PMP) and will budget for all phases of the project through fiscal closeout based on project authorization and requirements. The PMP and budget will continually be updated, as required. The PM must assure that the customer is an integral part of these processes and fully cognizant of his/her funding obligations.

b. The PMP and budgeted requirements for all post award phases will be formulated to ensure delivery of a quality product, on time and within applicable funding constraints.

(1). Realistic S&A budget requirements to produce a quality product are to be developed initially without regard to the flat rate income generated by the project. However, after roll-up

and evaluation of all project and resident office budgets at the District level, adjustments and balancing of individual budgets may be required to meet MSC assigned S&A hat rate targets. Likewise, MSCs must evaluate and balance S&A requirements between districts to meet HQ assigned targets. If S&A income shortfalls cannot be balanced by excess income across the MSC, the MSC may request adjustments to assigned S&A targets based on extenuating circumstances.

(2). The PMP and budget formulation for S&A and DDC will ensure: the contractor exercises his/her responsibilities to deliver quality construction materials and products in accordance with the contract plans and specifications requirements for government approval of shop drawings are kept to a minimum pursuant to ER 415-1-10 and risk analysis; and adequate consideration is given to the costs of oversight of complex systems and commissioning requirements. To facilitate appropriate funding and charging practices, submittal registers should indicate if the review is chargeable to S&A or DDC. In addition, during the PMP and budget formulation processes, PMs need to consider the involvement of the appropriate USACE Technical Center of Expertise, the conduct of post completion inspection and fiscal closeout requirements, as well as future operation and maintenance of the facility.

4. P&D funds will be used for all pre-award activities up to and including construction contract award and provision of contract documents for field personnel. The PM must assure sufficient P&D funding is requested and available to fund construction personnel for their pre-award activities. For IDIQ and similar task order contacts, the initial preparation of each individual task order scope is a design function. After award of a construction or service contract, construction funds will be used. The Corps standard AIS systems - CEFMS, PROMIS (in the future P2) and RMS - will be used for reporting, tracking and managing project costs against budgets.

5. Policy on Design-Build Projects:

a. P&D funds will be used for all activities, including preparation of the Request for Proposal, award of the design-build construction contract and reproduction of contract documents for construction personnel.

b. After construction contract award, construction funds will be used for technical review of the contractor's design submittals and any further clarification of project scope, as required. The level of technical review and any post-award scope development or clarification will be coordinated with the customer throughout the PMP process and the estimated cost included in the project budget. The estimated cost for the government's review and resolution of scope issues, as required, will be included in the current working estimate (CWE) as a sub-element of the DDC line item in accordance with paragraph 8.a (3) below and charged to CEFMS work category code (cost account element) – '**2C002**' - Engineering and Design During Construction

- Review of Contractor Design. Technical review of the contractor's design by district and field personnel will not be charged to S&A.

c. Additional DDC funds for the applicable functions in paragraph 7 below will be provided as part of the award CWE consistent with the estimate in the approved PMP at time of award. Justification of any amount in excess of 0.3% of the direct construction contract amount will be required and critically reviewed by HQUSACE and/or the project proponent, as appropriate.

d. The S&A rate for design-build contracts will be applied to the entire contract amount and contingencies to assure management and compliance with the contract specifications regarding design submittals, administration and normal S&A of construction.

6. S&A Functions: The following S&A functions are necessary to ensure compliance with contract plans, specifications and provisions, and will be charged to the appropriate MILCON or O&M flat rate account. Description of additional routine S&A functions is at Appendix A.

a. Review contractor submittals labeled "For Information Only" (FIO).
b. Review of contractor submittals (shop drawings) requiring Government approval that are not an extension of design. Extension of design is defined as requiring a design analysis, plans and specifications.
c. Response to contractor requests for information (RFI) on construction issues. RFIs that arc related to design intent or performance specifications prepared by an A-E that are unclear, must be responded to by the A-E firm at no additional cost to the Government pursuant to Standard Clause 52.236-23. Responsibilities of A-E Contractor. When similar circumstances apply to a design prepared by in-house personnel, DDC funds must be obtained to fund the in-house effort since the government is held harmless for its errors.
d. Site visits by in-house or contract personnel that are **not** related to the following: Request For Information (RFI) on unclear design or correction issues; unforeseen conditions that could not have been determined by prudent site investigation practices: and user requested changes, including operational and functional changes.
e. Testing to verify design assumptions that are **not** related to unforeseen conditions that could not have been determined by prudent site investigation practices and user requested changes, including operational and functional changes.
f. Review of deviations submitted by the contractor that vary from the construction contract specifications and plans.
g. Initial investigation of unknown conditions – including differing site conditions to determine appropriate course of action.
h. Preparation of a modification for 'Suspension of Work' to accommodate design errors, changed conditions and mandatory changes in criteria, e.g., life, safety, etc.

i. Review of' Value Engineering Contractor Proposals (VECPs).
j. Preparation of contract modifications to change or accommodate Government Furnished Property requirements.
k. Review of equipment for compliance with approved shop drawings for compatibility with existing systems.
l. Involvement of the designer of record (A-E or In-house forces) in verifying and assuring compliance with the contact specifications and drawings.
m. Initial investigation and documentation of potential A/E liability and damages will be charged to S&A. Thereafter, DDC or P&D funds approved and provided by the customer will be used for further investigation and pursuit of a A-E liability claim.
n. Quality assurance functions (including contracted labor) on installation of specialized systems such as cathodic protection coatings, etc.
o. Verifying contractor compliance with HVAC, communications and other complete system installation requirements for Commissioning and testing in accordance with the 'Unified Facilities Guide Specifications (UFGS)'. S&A funds will cover the cost of all government and contract personnel required for these activities. However, any additional, unique 'Commissioning and/or Testing Services' not covered by the UFGS are at the customers' discretion and can be provided when the customer has agreed to and funded the added contract costs from projects funds and Corps' costs from DDC. The additional Corps' post-award engineering costs for user requested commissioning and testing should be accounted for in the Award CWE as "Other Direct Costs without S&A" and well documented in the PMP.
p. Partnering activities and ancillary agreements with the contractor to facilitate working relationships and deliver a quality product within budget and time constraints.
q. Receipt of architectural finishes for customer approval.
r. Resolution of contract disputes and claims, to include cost of Government personnel within the Corps' technical organizations. Other administrative costs and general and administrative staff will charge in accordance with ER37-2-10 and ER37-l-30.

7. DDC Functions and Funding: The following functions are extensions of design during construction. All in-house labor and/or contract charges to these DDC functions will be charged to the CEEMS work category code (accounting task code) - '**2C001**' - Engineering and Design During Construction to account for these costs. DDC funds will be provided as part of the award CWE consistent with the estimate in the approved PMP at time of award. Justification of any amount in excess of 0.5% of the direct construction contract cost will be required and critically reviewed by HQUSACE and/or the project proponent, as appropriate.

a. Preparation of designs to accommodate user requested operational and/or functional changes, including user changes in Government furnished property.

b. Preparation of designs and other design activities to overcome unknown site conditions that could not have been discovered under normal and prudent site inspection or testing.
c. Correction of errors and/or omissions in contract specifications and drawings prepared by in-house forces. Correction of A-E error and omissions must be corrected by the A-E at no additional cost to the government based on A-E liability.
d. Review and approval of contractor submittals (shop drawings) labeled for "Government Approval" that are an extension of design (design defined as requiring a design analysis, plans and specifications) for critical items required by the contract specifications that have customer concurrence and funding. The estimated cost for this effort shall be included in the PMP and Award CWE and updated, as required, after an appropriate cost/risk analysis to determine if these 'designs' should be accomplished in the pre-award or post-award phase. During the BCOE review, the project proponent, district office and field offices must thoroughly review the submittal register to eliminate government approval of non-critical submittals/shop drawings and assure that the registers minimize contractor submittals in accordance with ER 415-1-10. This requirement must be identified in the PMP during the design phase, coordinated with the customer for funding, and accounted for in the DDC line item in the award CWE.
e. Preparation of O&M Systems Manuals for complex systems by designer (A/E or in-house).
f. Post-award engineering costs of Commissioning and Testing exceeding normal requirements specified in the UFGS and funded by the customer should be documented in the PMP, included in the project estimate and accounted for in the Award CWE as DDC.
g. Expert witnesses and outside legal services which are used primarily to provide creditable and unbiased testimony to defend against contractor claims will not be charged to the flat rate S&A accounts. Customer approval of these "risk management" costs should be obtained before the government is committed to the cost.
h. After the initial S&A effort to investigate and document A/E responsibility and liability, the follow-on costs incurred by the Government in pursuit of AE liability for damages on projects must be funded by the customer in accordance with their applicable procedures and tracked separately, regardless of the funding source. This will provide an audit trail and accounting for possible recovery of costs from the A-E.

8. Award Current Working Estimate (CWE) Elements and Reporting:

a. At project award, the project proponent will be notified of the Award CWE in accordance with current individual program and/or project proponent policies. The CWE shall include the following elements:

(1). Direct Costs:
- Estimated Construction Cost (ECC), i.e. direct contract costs for the primary and supporting facilities including design costs for design-build contracts.
- Additive/Optional/Alternative Bid Items
- Other Direct Costs with S&A (i.e. supporting contracts for GFM, utilities connections, payments to the BCE/DPW for contractor used utilities, etc.)

(2). Other Direct Costs without S&A (i.e. category E&F equipment for medical facilities.)

(3). Design During Construction (DDC) (no S&A to be applied) [CEFMS Accounting Task Code 2C000]
- Required DDC Functions, other than review of contractor design for Design-Build (NTE 0.5% of direct construction costs for design-bid-build contract and 0.3% of direct constructions costs for design-build contracts.) **[Charge to CEFMS Accounting Task Code – 2C001]**
- Review of Contractor Design for Design-Build Procurement (S&A funds will not be used for review). **[Charge to CEFMS Accounting Task Code – 2C002]**

(4). Preparation of O&M Manuals for complex systems.

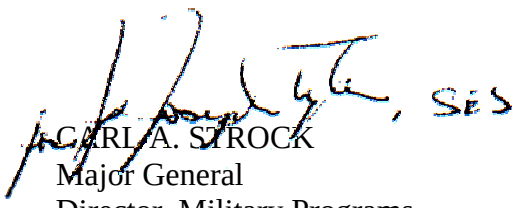
(5). Contingencies for unforeseen, operational and/or user changes. [Applied to 8.a.(1)]

(6). Supervision & Administration (S&A) [Applied to 8.a.(1) + 8.1.(5).]

b. The PM/PDT will update the PMP and project budget to reflect actual construction award costs and CWE elements and assure the data are reflected in PROMIS (In the future, P2) and RMS.

9. This policy will be updated as required. HQ points of contact for action are Mr. Phil Pinol, CEMP-MP, 202-761-1321; Mr. Phil Blount, CERM-P, 202-761-1267 and Mr. Stuart Houck, CECW-ET, 202-761-7775.

FOR THE COMMANDER:



Encl

STEPHEN COAKLEY
Director of Resource Management

CARL A. STROCK
Major General
Director, Military Programs

APPENDIX A

ADDITIONAL ROUTINE S&A FUNCTIONS

USACE Policy for Construction Supervision and Administration (S&A) and Post-Award Engineering and Design Services

1. Additional Routine S&A Functions: The following additional post-award activities charged S&A consist mainly of project and technical management, contract administration, and quality assurance (QA) activities. These activities occur from award to fiscal close out.

a. Reviews of insurance certification and bonding.

b. Preparation and execution of QA Plans.

c. QA sampling and testing of materials during construction (excluding sampling and testing to verify design assumptions) to determine suitability and compliance with plans and specifications; estimates of material/work quantities, including any required measurements or calculations by Government personnel.

d. QA/Quality Control (QC) Coordination Meetings.

e. Review of QC three-phase inspections and tracking of deficiencies. Quality verification/surveillance of contractor's QC system. Review of contractor's QC Reports and preparation of QA Reports. Inspections and surveys to ensure that construction is performed in compliance with plans and specifications, including verification of layouts, benchmarks, etc.

f. Pre-construction conferences after contract award.

g. Oversight of relocation, whether temporary or permanent, of building occupants.

h. Review, approval and enforcement of contractor submittals required by contract clauses, e.g., health and safety plan, demolition plan, submittal register, warranties, plans for environmental safeguards, etc.

i. Review and approval of construction schedules and progress charts/NAS prepared by construction contractors. Conferences with contractors to coordinate project features; enforcement of compliance with schedules.

j. Monitoring of compliance with submittal of SF 1413-Statement of Applicability of Contract Clauses to Sub-contractors.

k. Review and enforcement of contractor laboratory certifications.

l. Contract administration in association with modifications to contract.

m. Labor interviews, reports, and other administrative cost efficiency measures.

n. Management of contract funds and preparation of funds request.

o. Management of contract schedules, progress charts, and reports.

p. Review and processing of progress pay estimates and verification of bid item quantities.

q. Processing of routine document transmittals.

r. Preparation of construction contractor and final A/E performance evaluations.

s. The cost and management of contracted S&I services, also called construction management services or Title II, whether contracted separately or performed by an A-E as part of his A-E contract.

t. Performance of actions related to default or termination of a contractor.

u. Obtaining or providing necessary technical guidance (i.e.. technical manuals, standards, circulars, expert services. etc.) associated with contract compliance.

v. Routine coordination among Corps personnel, project sponsor and user(s); when extraordinary effort is necessary, charges should be made to the DCC accounts rather than S&A.

w. Verification of complete correction of final deficiency list (punch list).

x. Pre-final and final inspections, and transfer of facilities to owner, with proper documentation e.g. DD Form 1354, Transfer of Real Property document.

y. Completion and submission of ACASS and CCASS appraisals and documentation.

z. Review of operation and maintenance manuals.

aa. Photography/videotapes for reports.

ab. Review of “as-built” drawings prepared by the construction contractor.

ac. Warranty enforcement, including four-and-nine-month inspections

ad. QA of site closure and post-construction maintenance.

ae. Financial closeout of construction contract(s) and funding.

2. Questions concerning the above policy can be forwarded to Mr. Phil Pinol, CEMP-MP, 202-761-1321 or Mr. Phil Blount, CERM-P, 202-761-1267, for resolution.

Appendix F – Definition of the Nine Construction Management Categories

TITLE	DESCRIPTION
S&A Fiscal Operating Budget Management	USACE division, district, and field involvement in preparation of the annual operating budget.
Submittal Management	Government review and/or management of contract submittals.
Quality Management	Government participation in the quality management (QM) process (includes safety issues).
Contract Modification and Change Order Management	Government effort with modifications, change orders, value engineering change proposals, and claims.
Progress Payment Management	Government processing of contractor progress payments.
Completion, Transfer, and Closeout Management	Government actions with completion, transfer, contract closeout, and warranty management.
Field Engineering Management	Non-QM and non-modification-related field engineering, including requests for information.
Project Funds Management	District and field funds management.
Contract Claims Management	Government processing of a contractor's claim.

EXHIBIT 1

Individual Project Listing for S&A and DDC Expenses

All Projects
Fund Category: MILCON, OMA, DERP

Fund Category/District	Fund Type	Contract Group	Current Obligation ($)	Placement During Study ($)	% Performed During Study	SA Exp During Study ($)	SA Rate	DDC Exp During Study ($)	DDC Rate
MILCON									
Honolulu									
PN46902 WBR PH 2A SB (+1015)	MCA	FFP	41,655,046	21,847,018	52%	683,217	3.1%	204,233	0.9%
WBR (44839A, 46901A, 424703) MCA (+9007)	MCA	FFP	40,174,420	16,145,359	40%	1,051,219	6.5%	16,498	0.1%
POWER PLANT - PH 1,2 (33149,50790) MCA (+9006)	MCD	FFP	37,411,167	9,231,639	25%	738,143	8.0%	11,057	0.1%
PN48456 DES&CONST UNITS/SITE DEV SB (+1012)	MCAFH	FFP	13,153,008	8,258,813	63%	191,861	2.3%	154,330	1.9%
WBR (PHASE 1E-2) (46901B) MCA (+9013)	MCA	FFP	17,770,097	6,336,479	36%	488,033	7.7%	11,456	0.2%
UPGR HANGAR COMPLEX HAFB (+1013)	MCAF	FFP	5,131,411	4,968,871	97%	268,918	5.4%	18,338	0.4%
PURCH/INSTL 14 MODULAR OFC BLDGS SB (+1P20)	MCA	FFP	3,780,239	3,780,239	100%	185,567	4.9%	23,670	0.6%
SITE PREP/ARMS VAULT/PARKG LOTS SB (+1017)	MCA	FFP	3,639,894	3,509,728	96%	289,487	8.2%		
FIRE TRAINING FACILITY (943015) MCAF (+0002)	MCAF	FFP	3,015,519	2,946,039	98%	380,089	12.9%	56,657	1.9%
GTE TEL LINE RELOC MCA (+0031)	MCA	FFP	2,310,535	1,771,791	77%	1,812	0.1%		
DEMO FAM HSG HA I&W SB (+1004)	MCAFH	FFP	1,484,698	1,480,987	100%	70,069	4.7%		
01C0023/02C0001 (+1023)	MCA	DB	31,035,763	1,466,937	5%	119,847	8.2%	38,980	2.7%
UPGRADE LIGHTING DODM (+8038)	DODM	IDIQ/DO	2,193,239	603,074	27%	73,148	12.1%		
FUEL C/SALTWTR/GBR (27987) MCA (+6001)	MCA	FFP	10,314,147	439,658	4%	2,960	0.7%		
WBR (DPW, RDS, "K") (44839B) MCA (+8007)	MCA	FFP	19,788,799	282,261	1%	62,874	22.3%	2,298	0.8%
HANGAR W/APRON (19151) (BRAC) (+9004)	BRAC	FFP	6,013,414	190,180	3%	131,499	69.1%		
BARRACKS RPR - B130, B118 (48856,48855) QOLED (+7002)	QOLED	FFP	7,592,164	184,354	2%	90,385	49.0%		
00D0013/15 (+0074)	MCA	IDIQ/DO	145,376	145,376	100%	5,819	4.0%		
A106 CORR DEHUM ARMS RM B2079 SB (+1010)	MCA	FFP	116,300	116,300	100%	31,395	27.0%	5,459	4.7%
RPR AIRFIELD PAVEMENT (983002) MCAF (+9001)	MCAF	FFP	3,412,155	74,842	2%	21,219	28.4%		
DACA83-02-C-0006 (+2006)	MCA	FFP	2,997,000	48,753	2%	48,762	100.0%		
PHOTO/HYBR PWR SYS (45308) ECIP (+7001)	MCD	FFP	2,470,536	7,533	0%	2,049	27.2%		
S&A PILOT STUDY COSTS (+TEAM)			0			206,987			
PRE AWARD MILCON (+PAML)			0			214,623			
RPL FH (64 DU) (47296) FHNC (+9003)	MCAFH	DB	13,536,971		0%	62,537			
DACA83-02-C-0003 (+2003)	MCA	FFP	8,611,011		0%	78,903			
RPL FH (132 DU) (39037) FHNC (+8001)	MCAFH	DB	20,602,561		0%	58,035			
CATV CABLE RELOC MCA (+0032)	MCA	FFP	113,681		0%	948			
SEWAGE TREAT PLANT (35900) MCA (+5001)	MCA	FFP	4,699,986		0%	31			
Kansas City									
WAFB, B-2 LO Observable Restoration Fac, DACA (+02N3)	MCAF	FFP	26,701,013	26,097,453	98%	1,142,820	4.4%	37,885	0.1%
LVN, WHOLE BARRACKS COMPLEX, DACA41-00-C-0011 (+9466)	MCA	FFP	26,332,459	21,562,101	82%	1,026,183	4.8%	6,475	0.0%
FLW, BASIC COMBAT TRAINEE COMPL (+7051)	MCA	FFP	61,628,785	20,987,186	34%	1,074,971	5.1%	123,262	0.6%
RIL, Barracks 1st BDE, PH 3A2, DACA41-00-C-00 (+1656)	MCA	FFP	21,686,243	20,465,117	94%	593,714	2.9%	100,604	0.5%
LVN, US DISCIPLINARY BARRACKS, DACA41-98-C-00 (+1069)	MCA	FFP	63,077,716	11,820,157	19%	1,930,188	16.3%	171,252	1.4%
RIL, Barracks Upgrade Program (BUP) 99, DACA4 (+RIUP)	MCA	FFP	14,755,996	8,512,941	58%	225,349	2.6%	25,741	0.3%

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All Projects
Fund Category: MILCON, OMA, DERP

Fund Category/District	Fund Type	Contract Group	Current Obligation ($)	Placement During Study ($)	% Performed During Study	SA Exp During Study ($)	SA Rate	DDC Exp During Study ($)	DDC Rate
MILCON									
Kansas City									
FLW, TRAINEE BARRACKS (Reception), DACA41-99- (+5751)	MCA	DB	18,377,765	7,674,667	42%	543,817	7.1%	42,446	0.6%
MAFB, REPL HYDRANT FUEL SYSTEM, DACA45-01-C-0 (+8102)	MCAF	FFP	9,836,557	7,059,767	72%	333,165	4.7%		
MAFB, KC-135 Squad Ops/AMU, DACA41-00-C-0007 (+5020)	MCAF	FFP	7,715,672	6,174,763	80%	596,549	9.7%	19,609	0.3%
RIL, WHOLE BARRACKS RENEWAL - FY99, DACA41-99 (+4529)	MCA	FFP	15,776,931	6,173,083	39%	280,926	4.6%	72,372	1.2%
WAFB, B-2 Munitions Assy Area, (+5R30)	MCAF	DB	7,180,702	4,054,354	56%	144,493	3.6%	20,998	0.5%
RIL, WHOLE BARRACKS RENEWAL - FY 98, DACA41-9 (+6871)	MCA	FFP	50,630,951	3,934,694	8%	205,923	5.2%	20,522	0.5%
MAFB, KC-135 Squad Ops/AMU FY01, DACA41-01-C- (+5016)	MCAF	FFP	7,420,036	2,532,066	34%	319,905	12.6%	62,109	2.5%
RIL, HISTORIC BUPS MILCON 227 410 411, DACA4 (+BUP2)	QOLED	FFP	10,861,815	2,484,774	23%	338,152	13.6%	21,347	0.9%
WAFB, B-2 Conv Storage Igloos, (+6000)	MCAF	DB	3,573,941	2,122,344	59%	108,531	5.1%	10,684	0.5%
RIL, Barracks 1st BDE, PH 3A3, DACA41-00-C-00 (+3374)	MCA	FFP	2,775,759	1,922,105	69%	161,244	8.4%	13,203	0.7%
MAFB, APPROACH LIGHTING SYSTEM, DACA41-01-C-0 (+027A)	MCAF	FFP	1,822,787	1,818,988	100%	172,592	9.5%	16,071	0.9%
MAFB, WATER STORAGE & PUMPING FAC, DACA41-99- (+5006)	MCAF	FFP	4,268,157	1,675,471	39%	405,698	24.2%	40,168	2.4%
FLW, AIRFIELD IMPROVEMENT, (+3371)	MCA	DB	1,481,145	1,406,200	95%	178,315	12.7%	354	0.0%
WAFB, Physical Fitness Center, DACA41-00-C-00 (+3001)	MCAF	FFP	1,727,497	1,251,613	72%	144,501	11.5%	6,725	0.5%
RIL, IMPROV FAM HSG (Carp/Montieth), DACA41-9 (+6232)	MCAFH	FFP	5,859,411	1,084,560	19%	68,880	6.4%	3,300	0.3%
RIL, RANGE CONTROL BUILDING, DACA41-00-D-0013 (+0878)	MCA	DB	1,203,508	917,528	76%	154,018	16.8%	26,293	2.9%
WAFB, Littoral Surveillance System (Design Bu (+P124)	MCNR	DB	3,800,000	763,851	20%	135,643	17.8%	2,456	0.3%
FLW, BRAC 95 Construction Prog Misc Revisions (+WDBC)	MCA	FFP	705,681	705,681	100%	167,462	23.7%	102	0.0%
RIL, MOD REC FIRE & PISTOL RANGE, DACA41-02-C (+6424)	MCA	FFP	3,495,300	705,551	20%	20,234	2.9%	18,548	2.6%
LVN MODERNIZE WATER TREATMENT PLANT (+5610)	MCA	FFP	6,233,000	599,424	10%	63,690	10.6%		
RIL, WHOLE BARRACKS RENEWAL - FY 97, DACA41-9 (+0537)	MCA	FFP	25,821,505	563,918	2%	13,848	2.5%	85	0.0%
LVN, INSTALL EMCS UPGRADE, DACW41-01-F-0095 (+9335)	MCD	FFP	500,001	500,001	100%	29,282	5.9%	1,530	0.3%
FLW, PHYSICAL FITNESS CENTER, DACA41-00-D-001 (+5G29)	QOLED	DB	1,275,019	464,657	36%	179,146	38.6%		
LVN, JOC TO#81 (+LV81)	MCD	JOC	424,505	424,505	100%	13,693	3.2%		
FLW, WHOLE NEIGHBORHOOD RENEWAL, (+4482)	AFH	DB	3,968,057	279,833	7%	294,595	105.3%	11,449	4.1%
MAFB, ADAL JET FUEL STOR FAC, DACA45-97-C-002 (+C975)	MCD	FFP	3,003,278	277,753	9%	145,324	52.3%		
MAFB, Upgrade & Mod, DACA41-00-D-0009/0002 (+9260)	MCAR	FFP	134,268	134,268	100%	26,477	19.7%	3,184	2.4%
MAFB, TRANSPORTATION CENTER, DACA41-98-C-0035 (+5027)	MCAF	DB	3,062,374	130,144	4%	11,815	9.1%		
FLW, UEPH CONSTRUCTION, DACA41-97-C-0019 (+6092)	BRAC	FFP	59,138,012	116,586	0%	49,493	42.5%	3,766	3.2%
RIL, CCTT, DACA41-98-C-0019 (+1706)	MCA	FFP	7,438,145	108,992	1%	107,782	98.9%	152	0.1%
LVN, Storage Bldg, Belton USARC, DACA41-00-C- (+0792)	MCAR	DB	271,999	95,006	35%	19,653	20.7%	6,469	6.8%
FLW, APPLIED INSTRUCTION FAC, DACA41-97-C-001 (+6091)	BRAC	FFP	30,905,519	87,904	0%	13,072	14.9%		
WAFB, FAMILY HSG IMPR, DACA41-98-C-0006 (+9105)	MCAFFH	DB	6,221,859	86,425	1%	2,531	2.9%		
FLW, EXPAND DINING FACILITY 1740, DACA41-99-C (+9382)	BRAC	FFP	2,672,972	83,946	3%	39,504	47.1%	3,019	3.6%
FLW, GENERAL INSTRUCTION FAC, DACA41-97-C-001 (+6090)	BRAC	FFP	59,897,044	80,855	0%	34,039	42.1%	61,014	75.5%
LVN, JOC TO#82 (+LV82)	MCD	JOC	66,038	66,038	100%	2,443	3.7%		

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All Projects
Fund Category: MILCON, OMA, DERP

Fund Category/District	Fund Type	Contract Group	Current Obligation ($)	Placement During Study ($)	% Performed During Study	SA Exp During Study ($)	SA Rate	DDC Exp During Study ($)	DDC Rate
MILCON									
Kansas City									
RIL, FAM HSG REVIT - COLYER, DACA41-98-C-0033 (+1700)	MCAFH	FFP	4,717,920	50,441	1%	34,406	68.2%		
FLW, CHEMICAL DEFENSE TRAINING, DACA41-97-C-0 (+5893)	BRAC	FFP	26,225,328	48,798	0%	2,446	5.0%	178	0.4%
FLW, FIRE STATION, DACA41-98-C-0044 (+2220)	MCA	FFP	3,095,969	42,303	1%	200,724	474.5%	12,809	30.3%
MAFB, CHILD CARE CENTER, DACA41-98-C-0043 (+5002)	MCAF	DB	5,517,148	42,049	1%	27,553	65.5%	1,082	2.6%
RIL, WHOLE BARRACKS RENEWAL - FY 96, DACA41-9 (+6760)	MCA	FFP	6,819,177	41,193	1%	7,604	18.5%		
WAFB, UST REM-GAS STATION PKG 65A, DACA41-95- (+0014)	MCAF	FFP	1,705,077	40,836	2%	10,855	26.6%		
FLW, RANGE MOD (Driving course, Ph 1, Ph 2), (+6094)	BRAC	FFP	19,782,053	39,156	0%	26,881	68.7%	3,646	9.3%
FLW, ENGR QUAL RANGE, DACA41-99-C-0011 (+8626)	MCA	FFP	5,627,532	31,213	1%	81,797	262.1%	596	1.9%
RIL, Repair Bldg 610, DACA41-00-D-0009/0003 (+4770)	MCD	FFP	26,395	26,395	100%	21,917	83.0%		
MAFB, DORMITORIES , DACA41-98-C-0021 (+017A)	MCAF	FFP	15,357,885	19,315	0%	35,213	182.3%	18,496	95.8%
FLW, REPL DAM FAC (NIMA), DACA41-96-C-0069/-- (+-002)	MCD	FFP	39,357,116	15,000	0%	85,361	569.1%		
LCAAP, SCADA ELECT DIST, DACA41-96-C-0067 (+2721)	PBS	FFP	763,660	7,792	1%	0	0.0%		
RIL, FH PH II, ELLIS HTS, DACA41-94-C-0051 (+5142)	MCAFH	DB	14,091,547	5,540	0%	7,130	128.7%		
WAFB CONTR JOC 960019 TO#128 M (+W126)	MCAF	JOC	96,957	4,848	5%	18,711	386.0%		
LVN, 600 MBR USARC & AMSA, DACA41-96-C-0085 (+572A)	MCAR	FFP	6,699,832	4,276	0%	0	0.0%		
FLW, MOUT FACILITY, DACA41-98-C-0002/---- (+5892)	BRAC	FFP	4,745,447	4,116	0%	171	4.2%		
MAFB, FLIGHT SIMULATOR, DACA41-98-C-0028 (+8101)	MCAF	FFP	4,880,351	2,549	0%	7,986	313.3%	6,145	241.1%
WAFB, PKG 84 DACA45-98-C-0006 (+282J)	MCAF	FFP	15,113,703	2,500	0%	0	0.0%		
RIL, 1999 WBR (Drainage Structure), DACA41-00 (+5229)	MCA	FFP	480,517	2,127	0%	17,334	815.0%		
MAFB, 1000 MBR USARC, DACA41-00-P-0010 (+1VLF)	MCAR	FFP	29,215	1,628	6%	0	0.0%		
LVN, ADD A/C, DACA41-97-C-0023 (+9844)	MCAFH	FFP	7,754,589	500	0%	15,695	3136.2%	11,391	2276.2
MAFB, COMMUNITY IMPR, DACA41-98-C-0013 (+9045)	MCAFFH	FFP	2,353,550		0%	5,528			
LVN, US DISCIPLINARY BARRACKS (+0784)	MCA	FFP	61,982,000		0%	0			
MAFB, SQUAD-OPPS/Fire Station, DACA41-96-C-00 (+KS92)	MCAF	FFP	5,707,000		0%	9,696			
RIL, FH PH I, ELLIS HTS, DACA41-92-C-0039 (+5141)	MCAFH	DB	273,820		0%	1,839			
S&A PILOT STUDY COSTS (+SAEC)			0			97,923			
LVN, AMSA/OMS TOPEKA USARC (+1572)	MCAR	FFP	1,538,708		0%	2,447			
RIL, ADVANCED WASTEWATER TREATMENT FACILITY, (+5230)	MCA	FFP	0			7,383			
MAFB, EDUCATION CENTER, DACA41-98-C-0037 (+031Y)	MCAF	FFP	5,698,758		0%	7,694		8,090	
MAFB, FAMILY HSG IMPR, DACA41-98-C-0013 (+9028)	MCAFFH	FFP	2,970,032		0%	6,787			
MAFB, DORMITORIES , DACA41-98-C-0021 (+3150)	MCAF	FFP	15,328,000		0%	17,660			
FLW, GEN OFFICE QTRS, DACA41-97-C-0019 (+8174)	BRAC	FFP	453,594		0%	6,127			
RIL, REPLACE 126 DU (O'Donl Hsg), DACA41-97-C (+9190)	MCAFH	FFP	11,547,753		0%	44,769		3,902	
LCAAP, ELECTRICAL DISTRIB SYSTEM, DACA41-92-C (+721A)	PBS	FFP	18,300		0%	21,111			
LCAAP, PRIMER DRY STORAGE, DACA41-94-C-0179 (+2557)	PBS	FFP	397,103		0%	503			
LVN, WATER TREATMENT PL (+2372)	MCA	FFP	0			13,321			

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Fund Category/District	Fund Type	Contract Group	Current Obligation ($)	Placement During Study ($)	% Performed During Study	SA Exp During Study ($)	SA Rate	DDC Exp During Study ($)	DDC Rate
MILCON									
Kansas City									
RIL, ECIP BLDG 610 & 615 BOILERS, DACA41-97-C (+0477)	MCD	FFP	829,000		0%	965		157	
MAFB, FIRE TRAINING FACILITY, DACA45-94-C-015 (+2502)	MCAF	FFP	1,294,000		0%	5,834			
Norfolk									
EUSTIS 00-0035 BKS PH 3 (+0035)	MCA	FFP	35,121,180	32,448,218	92%	918,414	2.8%	14,816	0.0%
EUSTIS 99-0049 BKS W/DINING PH 2 (+9049)	MCAR	FFP	30,286,800	15,890,913	52%	785,747	4.9%	12,000	0.1%
RADFORD 99-0031 NGIC - CHARLOTTESVILLE (+9031)	MCA	FFP	43,073,265	11,471,081	27%	1,158,375	10.1%	1,624	0.0%
LANGLEY 00-0033 FY-01 DORMITORY (+1033)	MCAF	FFP	14,412,131	7,124,595	49%	249,258	3.5%	22,079	0.3%
LEE 00-0025 HARRISON VILLA PHASE 3 (+0025)	AFH	DB	7,034,674	6,705,292	95%	244,047	3.6%		
STORY 01-0051 (+1051)	MCA	FFP	6,696,690	6,624,692	99%	69,472	1.0%		
LEE 01-0036 (+1036)	AFH	FFP	8,139,167	6,579,641	81%	225,194	3.4%	1,711	0.0%
LANGLEY 00-0033 FY-00 DORMITORY (+0033)	MCAF	FFP	6,392,287	6,383,359	100%	360,423	5.6%	11,914	0.2%
LEE 99-0043 HARRISON VILLA PHASE 2 (+9043)	AFH	DB	12,287,510	5,320,833	43%	179,073	3.4%		
PICKETT 01-C-0043 SEWER REHABILITATION (+1043)	BRAC	FFP	7,573,365	5,051,004	67%	215,995	4.3%		
LANGLEY 01-0054 (+1054)	MCAF	FFP	10,435,274	4,990,353	48%	307,473	6.2%		
EUSTIS 00-0032 EDUCATION CENTER (+0032)	MCA	FFP	4,408,323	4,334,893	98%	240,121	5.5%	3,605	0.1%
EUSTIS 99-0075 PHYSICAL FITNESS CENTER (+9075)	MCA	DB	4,713,298	3,858,556	82%	205,167	5.3%	35,178	0.9%
FY-02 Dormitory (+2020)	MCAF	DB	7,193,321	3,791,685	53%	190,032	5.0%	1,419	0.0%
Improve Historical Housing (+2019)	MCAFFH	FFP	15,370,732	3,599,973	23%	217,204	6.0%	3,990	0.1%
LANGLEY 00-0022 FY-00 IMPR HISTORICAL HSG (+0022)	MCAFFH	FFP	3,398,006	3,286,947	97%	419,920	12.8%	7,903	0.2%
RADFORD 99-0030 LIME NEUTRALIZATION (+9030)	PBS	FFP	6,166,780	2,681,770	43%	198,302	7.4%		
DSCR, VA, Emer Svs Fac (+1041)	MCD	FFP	4,421,658	2,670,393	60%	217,853	8.2%	2,963	0.1%
Squad Operations (+2021)	MCAF	FFP	37,165,730	2,586,771	7%	407,844	15.8%	2,452	0.1%
EUSTIS 99-0007 AIRCRAFT MAINT TRNG FAC (+9007)	MCAR	FFP	9,788,457	2,028,906	21%	254,014	12.5%	82,493	4.1%
Barracks Upgrade (+2024)	QOLED	FFP	5,292,383	1,846,504	35%	107,953	5.8%		
EUSTIS 01-0071 (+1071)	MCA	FFP	2,743,045	1,804,712	66%	174,173	9.7%		
LEE 99-0044 DECA HQ ADDITION (+9044)	DOD	FFP	9,452,731	1,708,942	18%	205,230	12.0%	2,388	0.1%
RADFORD 01-0050 (+1050)	PBS	FFP	2,253,700	1,518,519	67%	62,696	4.1%		
F-22 Flight Line Infrastructure (+221B)	MCAF	FFP	3,790,938	1,483,661	39%	0	0.0%		
FT PICKETT 99-0021 ADD/ALT ARMY RESERVE (+9021)	BRAC	FFP	2,729,839	1,245,951	46%	79,621	6.4%		
F-22 Lo&Composite Repair (+221A)	MCAF	FFP	16,096,768	1,093,062	7%	0	0.0%	14,711	1.3%
FT STORY 99-0074 UTILITY CONTROL SYSTEM (+9074)	MCD	FFP	1,061,763	812,316	77%	85,094	10.5%		
EUSTIS 98-D-0036 (+8D36)	MCAR	IDIQ/DO	670,582	627,392	94%	23,488	3.7%		
DSCR 98-0082 GAS CYLINDER FACILITY (+8082)	MCD	FFP	3,557,351	608,703	17%	53,156	8.7%		
RADFORD 01-D-0021 (+1D21)	PBS	IDIQ/DO	1,886,634	603,452	32%	13,763	2.3%		
DSCR 99-0024 CONVERT WAREHOUSE 31 (+9024)	MCD	FFP	7,298,420	571,480	8%	77,939	13.6%		
RADFORD 00-0018 REPAIR WATER LINES (+0018)	PBS	FFP	875,966	502,313	57%	31,645	6.3%		

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MILCON									
Norfolk									
RADFORD 01-C-0062 (+1062)	PBS	SBN	788,032	425,863	54%	36,638	8.6%		
LANGLEY 01-0055 (+1055)	MCAF	FFP	299,460	299,460	100%	0	0.0%		
LEE 99-0023 WAC MUSEUM (+9023)	BRAC	FFP	2,381,769	281,635	12%	13,376	4.7%		
MONROE 97-0048 RENEW FH PHASE 3 (+7048)	AFH	IDIQ/DO	726,200	280,821	39%	39,682	14.1%		
LANGLEY 98-0083 LIBRARY (+8083)	MCAF	FFP	3,076,641	209,424	7%	39,799	19.0%		
EUSTIS 98-0059 MTMC (+8059)	BRAC	IDIQ/DO	10,235,389	174,049	2%	36,194	20.8%		
LANGLEY 97-0044 HQ ACC FACILITY (+7044)	MCAF	FFP	118,153	118,153	100%	99,355	84.1%	6,801	5.8%
FT STORY 98-0073 CHAPEL (+8073)	MCA	FFP	2,341,690	33,682	1%	33,950	100.8%		
EUSTIS 97-0029 USARC/OMS (+7029)	MCAR	FFP	8,548,735	18,690	0%	1,232	6.6%		
DSCR 98-0057 CHILD DEV CENTER (+8057)	MCD	FFP	2,429,082	11,954	0%	15,494	129.6%		
RADFORD 98-0031 ELECTRIC SERVICE (+8031)	PBS	FFP	1,469,505	8,979	1%	207	2.3%		
DSCR 98-0080 RPL HEAT DETECTORS (+8080)	MCD	FFP	145,800	7,996	5%	451	5.6%		
RADFORD 98-0053 ELECTRIC SERVICE (+8053)	PBS	FFP	1,621,046	5,170	0%	0	0.0%		
EUSTIS 97-0101 HEAT PLANT MODS (+7101)	MCD	FFP	1,098,996	1,598	0%	2,155	134.9%		
LANGLEY 96-0078 CHILD DEVELOPMENT CTR (+6078)	MCAF	FFP	712,660		0%	207			
LANGLEY 98-0023 FIRE STATION PHASE 2 (+8023)	MCAF	FFP	3,533,506		0%	1,076			
RADFORD 87-C-0097 (+7097)	PBS	FFP	1,102,809		0%	0			
EUSTIS 97-0086 CHILD CARE CENTER (+7086)	MCA	FFP	3,759,775		0%	0			
EUSTIS 98-0059 MTMC (+859A)	BRAC	IDIQ/DO	10,375,817		0%	0			
DSCR 98-0082 GAS CYLINDERS (+882A)	MCD	FFP	3,400,216		0%	0			
MONROE 98-D-0055 #7 RENEW FH PHASE 3 (+D285)	AFH	IDIQ/DO	0			0			
LANGLEY 96-0038 CIVIL ENGINEERING COMPLEX (+6038)	MCAF	FFP	5,664,443		0%	103			
MONROE 98-D-0055 #7 RENEW FH PHASE 3 (+D557)	AFH	IDIQ/DO	0			0			
LANGLEY 94-0051 FIRE TRAINING FAC (+4051)	MCAF	FFP	38,031		0%	145			
MONROE 95-0049 FH (AS BUILTS) (+5049)	AFH	FFP	12,452,951		0%	0			
LANGLEY 00-0033 FY-01 DORMITORY (+033A)	MCAF	FFP	0			0			
RADFORD 96-0048 REPLACE ACID TANKS (+6048)	PBS	FFP	1,686,361		0%	9,436			
Omaha									
MCAF - SPACECOM HQ, PETERSON AFB *SAPS (+4K2M)	MCAF	FFP	31,895,589	24,902,219	78%	839,792	3.4%	13,350	0.1%
00-MCA (+4K2D)	MCA	FFP	25,051,841	21,120,130	84%	973,722	4.6%	371	0.0%
MCAF - UPGRADE ACADEMIC FAC.,PH III, USAFA *S (+287D)	MCAF	FFP	14,194,769	13,912,882	98%	566,493	4.1%		
MCAF - CONSOL. EDUCATION FAC., EAFB *SAPS (+JJ6L)	MCAF	DB	9,874,806	9,721,944	98%	478,563	4.9%		
MCA - RAILYARD UPGRADE & EXPANSION, FORT CARS (+3K1T)	MCA	FFP	19,433,688	9,625,124	50%	396,487	4.1%	6	0.0%
MCAF - DORMITORY (FY 2000), OFFUTT AFB *SAPS (+J1G1)	MCAF	IDIQ/DO	8,970,450	8,346,409	93%	497,701	6.0%		
MCAF - DORM II, PETERSON AFB, *SAPS (+522F)	MCAF	IDIQ/DO	9,169,303	7,821,111	85%	162,860	2.1%	8,864	0.1%
MCAF - CHILD DEVELOPMENT CTR, SCHRIEVER AFB * (+3W9T)	MCAF	IDIQ/DO	6,913,404	6,908,658	100%	418,389	6.1%	22,651	0.3%

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MILCON									
Omaha									
DACA45-01-C-0007 (+132L)	MCAF	FFP	7,027,759	6,168,919	88%	335,124	5.4%	182,680	3.0%
MCAF - FIRE/CRASH RESCUE STATION, PETERSON AF (+79FJ)	MCAF	FFP	6,493,729	6,151,427	95%	248,508	4.0%	33,233	0.5%
MCAF - BASE ENGR CMPLX, ELLSWORTH AFB *SAPS (+8B29)	MCAF	FFP	9,335,748	5,751,470	62%	458,782	8.0%	1,512	0.0%
MCAFR - CONSOL. LODGING FAC. PH II, MINN, MN (+45M1)	MCAFR	FFP	7,818,855	5,254,442	67%	318,431	6.1%	9,975	0.2%
MCAF - KC-135 APRON EXTENSION PH I, GFAFB *SA (+4KWV)	MCAF	FFP	9,359,518	4,939,544	53%	147,442	3.0%		
DACA45-00-C-0007 (+5512)	MCAF	DB	6,189,580	4,382,812	71%	0	0.0%		
MCA - MOBIL. WAREHOUSE, FORT CARSON *SAPS (+3LV0)	MCA	FFP	3,932,473	3,892,548	99%	209,851	5.4%	16,080	0.4%
MCAF - PHYSICAL FITNESS CENTER, SCHRIEVER *SA (+2X01)	MCAF	FFP	3,931,359	3,581,482	91%	341,935	9.5%	157	0.0%
MCAF - MM3 MISS SVC COMPLEX, FE WARREN AFB *S (+H840)	MCAF	DB	15,959,768	3,299,327	21%	383,929	11.6%	110,498	3.3%
MCAF - ADD'N PHYSICAL FITNESS CTR, GFAFB *SAP (+246T)	MCAF	FFP	7,872,511	2,914,683	37%	251,896	8.6%		
DACA45-01-C-0006 (+41Q5)	PBS	FFP	3,860,602	2,835,379	73%	143,511	5.1%	81,245	2.9%
MCAFR - CONSOL. LODGING FAC., MINN/ST PAUL *S (+3VN3)	MCAFR	FFP	3,775,892	2,706,717	72%	230,509	8.5%		
PAA - REPL GRADE BEAMS/LINE 3A/YD L, IAAP *SA (+3M3L)	PBS	FFP	2,560,084	2,560,084	100%	175,074	6.8%	9,952	0.4%
MCAF - MOB CMD CNTR SPT FAC, FE WARREN AFB * (+4KJC)	MCAF	DB	10,399,932	2,348,286	23%	347,111	14.8%	116,640	5.0%
MCAF - ADAL SQUAD OPS FAC., EAFB *SAPS (+3T1D)	MCAF	FFP	5,402,600	2,100,457	39%	269,567	12.8%		
MCAF - OPERATION SPT FACILITY, PETERSON AFB * (+9978)	MCAF	DB	2,142,539	1,885,169	88%	130,198	6.9%	33,640	1.8%
MCA - ENLISTED BARRACKS, PH II, FORT CARSON * (+K741)	MCA	FFP	19,868,343	1,556,634	8%	171,599	11.0%	87,116	5.6%
MCAR - ADAL OMS/ECS FACILITY, FORT CARSON *SA (+6GCJ)	MCAR	FFP	1,449,893	1,431,273	99%	166,989	11.7%	5,032	0.4%
MCAF - SQUAD OPS/AMU, GRAND FORKS AFB, NE *SA (+J9B8)	MCAF	FFP	5,539,136	1,408,715	25%	179,814	12.8%	35,704	2.5%
MCAF - COMBINED INTELLIGENCE CENTER, PETERSON	MCAF	DB	1,394,026	1,380,267	99%	119,904	8.7%		
MMCA- ADMIN FACILITY ADDITION, BUCKLEY ANG CO (+3LHD)	MMCA	IDIQ/DO	1,114,352	1,099,907	99%	117,269	10.7%	17,180	1.6%
MCAF - FITNESS CENTER, FE WARREN AFB, WY *SAP (+7422)	MCAF	FFP	8,570,154	1,095,432	13%	197,287	18.0%	77,641	7.1%
BRAC - ARMY RESERVE COMPLEX, FITZSIMONS *SAPS (+4KGX)	BRAC	FFP	2,506,668	1,011,364	40%	161,043	15.9%		
PAA - RE-ROOF BLDGS 1-04 & 3-01, IAAP IA *SAP (+JD66)	PAA	IDIQ/DO	1,051,774	1,007,740	96%	135,081	13.4%	4,150	0.4%
PBS - UPGR SEWER COLLECTION SYS, IOWA AAP *SA (+4LM5)	PAA	FFP	3,179,942	807,856	25%	24,486	3.0%		
MCAF - SBIRS MISS CNTRL STA BACKUP, SCHRIEVER (+DD85)	MCAF	FFP	14,923,029	770,057	5%	79,759	10.4%	55,415	7.2%
MCAF - BX/COMMISS. ROADWAY/DRAINAGE, BUCKLEY (+4NKS)	MCAF	IDIQ/DO	965,156	731,866	76%	35,896	4.9%		
DACA45-99-D-0018 DO 10 (+7789)	MCDA	IDIQ/DO	1,682,489	671,574	40%	40,402	6.0%		
PAA - REPL WATER MAINS, LN 3A, IOWA AAP *SAPS (+752L)	PAA	FFP	1,098,152	668,003	61%	27,215	4.1%		
MCAFR - CONSOL LODGING FAC PH3, MINN ST PAUL, (+857B)	MCAFR	FFP	7,766,156	658,525	8%	100,182	15.2%	62,580	9.5%
MCDA - INSTALL COMM CABLE (AMMO DEMIL FAC-11) (+885J)	MCDA	IDIQ/DO	656,886	656,886	100%	30,163	4.6%		
MCAR (MULTI) - ARRTC II, FORT MCCOY *SAPS (+2CLQ)	MCAR	FFP	14,454,827	625,256	4%	156,858	25.1%	8,454	1.4%
DACA27-01-D-0008 DO5 (+81KH)	BRAC	IDIQ/DO	579,377	475,819	82%	75,717	15.9%		
DACA41-00-D-0011 DO 1 (+17K2)	PBS	IDIQ/DO	1,233,616	458,440	37%	64,222	14.0%		
MCAF - SBIRS PERM POWER CONNECTION, BUCKLEY *	MCAF	IDIQ/DO	448,708	448,708	100%	18,430	4.1%		
PAA - YARD L SPRINKLERS, HIGH WAREHSE, IAAP * (+41Q0)	PBS	IDIQ/DO	694,149	442,781	64%	70,545	15.9%		

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MILCON									
Omaha									
PAA - REPLACE RAIL DOCKS, YARD L, PH II, IOWA (+32JJ)	PAA	FFP	1,904,078	435,504	23%	29,876	6.9%	2,901	0.7%
MCAF - ADAL FITNESS CTR, USAFA *SAPS (+26J5)	MCAF	FFP	5,581,310	396,965	7%	36,088	9.1%	9,581	2.4%
PAA - REPLACE HVAC @ LINE 1 LABS, IAAP, IA *S (+3PPN)	PBS	IDIQ/DO	372,149	372,149	100%	72,648	19.5%	2,818	0.8%
PAA - REPL SECONDARY ELEC SERV, LN 3A, IOWA A (+K1HC)	PAA	FFP	1,149,600	370,891	32%	40,568	10.9%	18,379	5.0%
ALT 1-5, POWER SYSTEM DEF, SCHRIEVER AFB, CO. (+50C2)	MCAF	IDIQ/DO	358,930	358,930	100%	15,768	4.4%		
DOD MILCON - WATER SUPPLY SYSTEM, PUEBLO, CO (+2LBH)	DODM	IDIQ/DO	1,527,584	334,296	22%	45,650	13.7%	532	0.2%
MCAF - DORMITORY 144 ROOMS, BUCKLEY AFB *SAPS (+4162)	MCAF	DB	10,173,002	318,510	3%	46,549	14.6%	9,951	3.1%
DODM - ADAL AEROMEDICAL & DENTAL CLINIC, GFAF (+371N)	DODM	FFP	4,888,211	281,492	6%	68,065	24.2%	1,142	0.4%
MCAF - ADD/ALTER FIRE STATION, SCHRIEVER AFB, (+4185)	MCAF	IDIQ/DO	1,267,842	275,333	22%	33,492	12.2%	17,726	6.4%
MCAF - LANDSCAPING & IRRIGATION SYSTEM/ TRELL (+479G)	MCAF	IDIQ/DO	271,084	271,084	100%	15,473	5.7%		
MCAF - FY02 CONTROL TOWER, USAF ACADEMY *SAPS (+2K8J)	MCAF	DB	5,737,796	214,069	4%	53,660	25.1%	26,487	12.4%
MCAFR - AERIAL PORT TRAINING FAC., BILLY MITC (+281Z)	MCAFR	FFP	3,854,144	208,732	5%	23,178	11.1%	166	0.1%
MCAF - BX/COMMISSARY UTILITIES (ELEC), BUCKLE (+4HS1)	MCAF	IDIQ/DO	401,176	163,114	41%	10,843	6.6%		
MCAF - ADAL PREP SCHOOL, USAFA *SAPS (+2W2F)	MCAF	FFP	4,691,930	160,872	3%	73,225	45.5%	534	0.3%
BRAC - TROOP MEDICAL CLINIC, FORT CARSON *SAP (+1114)	BRAC	FFP	4,538,748	144,149	3%	6,756	4.7%		
MCDA - JET FUEL STORAGE, TRUAX FIELD *SAPS (+253M)	DLA	FFP	4,497,586	130,128	3%	12,512	9.6%	7,935	6.1%
MCAF - UPGRADE WATER DISTRIBUTION, USAFA *SAP (+8339)	MCAF	IDIQ/DO	3,906,362	127,082	3%	40,869	32.2%	24,283	19.1%
PAA - MOD INFRASTRUCTURE IMPROV., IAAP *SAPS (+3SLS)	PBS	FFP	2,152,616	118,866	6%	26,121	22.0%		
BRAC - DEMOLITION & RENOVATION BLDG 290, FITZ (+K4L0)	BRAC	IDIQ/DO	636,766	97,977	15%	15,325	15.6%		
BRAC MILCON - ALTER USARC, FITZSIMONS *SAPS (+3QST)	BRAC	IDIQ/DO	603,017	92,938	15%	18,197	19.6%		
MCA - RAILYARD WAREHOUSE, FORT CARSON *SAPS (+2KLS)	MCA	FFP	14,946,178	92,187	1%	45,185	49.0%		
MCAR - MULTI PURP GUN RANGE, FORT MCCOY *SAPS (+3MJF)	MCAR	FFP	2,249,029	80,377	4%	42,153	52.4%	3	0.0%
BRAC - SATELLITE CONTROL FAC., SCHRIEVER AFB (+24N0)	BRAC	FFP	17,330,693	79,605	0%	9,678	12.2%		
MCA - PARTITIONS FOR TRAIN'G AREA, FORT CARSO (+H43H)	MCA	IDIQ/DO	89,141	77,900	87%	2,695	3.5%		
MCAR - CRASH AND RESCUE STATION, FORT MCCOY * (+3LJK)	MCAR	FFP	1,597,170	59,533	4%	63,481	106.6%	1,504	2.5%
MCAF - CCTT UPGRADES, FORT CARSON *SAPS (+7J30)	MCAF	IDIQ/DO	61,800	56,521	91%	3,278	5.8%		
BRAC - NMCB-25 FAC., FORT MCCOY *SAPS (+37FF)	BRAC	FFP	3,171,067	56,423	2%	79,086	140.2%		
MCAF - SOUND ATTENTUATOR, USAFA CO. *SAPS (+JF57)	MCAF	IDIQ/DO	45,368	45,368	100%	6,688	14.7%		
BRAC MILCON - BLDG 401 DOOR/WINDOW, SHRIEVER (+4P13)	BRAC	IDIQ/DO	33,418	33,418	100%	6,412	19.2%		
MCA - CLOSE COMBAT TACTICAL TRAINER, FORT CAR (+26MV)	MCA	FFP	7,754,785	32,768	0%	27,543	84.1%	130	0.4%
MCAF - OPERATIONAL SUPPORT FAC., SCHRIEVER AF (+36T9)	MCAF	FFP	9,506,408	32,055	0%	44,394	138.5%	10,862	33.9%
BRAC - TROOP SUPPORT FAC. DORMITORY, BUCKLEY (+1ZVJ)	BRAC	FFP	7,234,372	30,500	0%	3,793	12.4%		
MCAF - ADMINISTRATION FACILITY, BUCKLEY *SAPS (+24S6)	MCAF	FFP	6,231,290	29,997	0%	22,237	74.1%	36	0.1%
BRAC - SITE SECURITY UPGRADE, BENNETT ANG *SA (+BHK8)	BRAC	IDIQ/DO	29,234	29,234	100%	2,986	10.2%		
ELECT. SECTIONALIZER, OSF, SCHRIEVER AFB, CO. (+9F8J)	MCAF	IDIQ/DO	28,007	28,007	100%	4,999	17.9%		
PAA - PROV. CONCRETE ROAD SECTIONS BETWEEN YD	PAA	IDIQ/DO	27,465	27,465	100%	7,806	28.4%		

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MILCON									
Omaha									
PAA - MATHES LAKE DAM, IAAP *SAPS (+495X)	PBS	IDIQ/DO	366,720	26,294	7%	8,667	33.0%		
BRAC - HVAC BLDG 301, SCHRIEVER AFB *SAPS (+JH64)	BRAC	IDIQ/DO	24,377	24,377	100%	4,666	19.1%		
PAA - WATERLINE REPL, LINE 2, IAAP *SAPS (+3M2N)	PBS	FFP	667,222	18,253	3%	28,004	153.4%		
DACA45-00-D-0002 DO 2 (+3305)	PBS	IDIQ/DO	12,574	12,574	100%	7,485	59.5%		
MCAF - COURTROOM MILLWORK REVISIONS, SCHRIEVE	MCAF	IDIQ/DO	10,902	10,902	100%	5,890	54.0%		
BRAC - WATER CONDITIONER/BLDGS 301-, SCHRIEVE (+05BL)	BRAC	IDIQ/DO	13,018	10,193	78%	3,867	37.9%		
BRAC - REPLACE CURRENT TRANSFORMERS BLD 600,	BRAC	IDIQ/DO	9,660	9,660	100%	1,845	19.1%		
MCAF - ADD'N TO ADF, BUCKLEY *SAPS (+JFB0)	MCAF	FFP	174,000	9,383	5%	3,039	32.4%		
MCAF - FIRE/CRASH RESCUE STATION, EAFB *SAPS (+2KQ7)	MCAF	FFP	7,340,422	6,405	0%	37,137	579.8%		
BRAC - TECHNICAL SUPPORT FAC., SCHRIEVER AFB (+24NK)	BRAC	FFP	6,989,949	6,313	0%	6,296	99.7%		
MCAF - ADD'N TO SECURITY POLICE, BUCKLEY *SAP (+24S1)	MCAF	FFP	321,094	5,312	2%	20,211	380.5%	21	0.4%
MCAF - UPGRADE ACADEMIC FAC.,PHII, USAFA *SAP (+2JJM)	MCAF	FFP	10,191,600	5,166	0%	32,077	620.9%		
PAA - HAZARD WASTE/MAT'LS PROCESS FAC, IAAP * (+36T2)	PBS	FFP	1,355,629	3,320	0%	38,966	1173.7%		
ELECT. WORK ROOM 108, OSF, SCHRIEVER AFB, CO. (+9G41)	MCAF	IDIQ/DO	2,957	2,957	100%	7,015	237.2%		
MCAFR - STORM DRAINAGE, BILLY MITCHELL *SAPS (+1XC7)	MCAFR	FFP	700,211	2,608	0%	2,826	108.3%		
BRAC - GROUNDING JUMPER CABLES BLDG 401, SCHR	BRAC	IDIQ/DO	1,989	1,989	100%	1,280	64.3%		
MCAF (MULTIPLE) UPGRADE ACADEMIC PH I, USAFA (+3H6W)	MCAF	FFP	11,266,765	100	0%	15,513	15513.3%		
BRAC - CONVERT BARRACKS, FORT CARSON *SAPS (+257L)	BRAC	FFP	2,827,165	100	0%	11,147	11146.7%		
MCA (MULTIPLE) WASTEWATER TREATMENT PL, FORT	MCA	FFP	9,405,479	100	0%	2,545	2545.2%		
MCA (MULTIPLE) - ENLISTED BARRACKS COMPLEX, F (+1WQJ)	MCA	FFP	31,293,934	90	0%	1,211	1344.7%	1,798	1996.6
PAA - MISSILE PRESS BAY ADD'N, IAAP *SAPS (+3QL6)	PBS	FFP	631,048	-11,143	-2%	13,911	-124.8%		
PAA - RENOVATE BLDGS 100/101, IAAP *SAPS (+3SM0)	PBS	FFP	844,000	-12,479	-1%	69,037	-553.2%		
MPA - UPGR SEWER COLLECTION SYS, IOWA AAP *SA (+1852)	PAA	IDIQ/DO	142,697		0%	11,186			
BRAC - DORMITORY, PETERSON AFB *SAPS (+246H)	BRAC	FFP	988,480		0%	2,154			
MCAF - CONSOL. BASE SUPPORT III, EAFB *SAPS (+1566)	MCAF	FFP	6,959,899		0%	1,707			
DODM - HEALTH/DENTAL CLINIC, BUCKLEY *SAPS (+1ZPX)	DODM	FFP	1,335,749		0%	5,216			
BRAC - DORMITORY, PETERSON AFB *SAPS (+1WSN)	BRAC	FFP	8,977,456		0%	2,864			
MCA - REVERSE PIPE HANGERS CCTT, FORT CARSON (+4KZ7)	MCA	IDIQ/DO	11,598		0%	1,858			
MCAR - 150 MEMBER USARC, BUFFALO, MN (+1XF4)	MCAR	FFP	3,302,891		0%	880			
DODM - ADAL COMPOSITE MED FAC., USAFA *SAPS (+2KHM)	DODM	FFP	1,373,664		0%	4,620			
MCAF - SIDEWALKS TO PREP SCHOOL, USAFA *SAPS (+84LD)	MCAF	IDIQ/DO	24,635		0%	1,461			
MCAF - ADAL PREP SCHOOL, 5136, USAFA *SAPS (+3QMQ)	MCAF	IDIQ/DO	22,570		0%	11,778			
MCAF - ADAL KC-135 FLIGHT SIM, GFAFB *SAPS (+2PTT)	MCAF	FFP	2,506,700		0%	59,635		1,681	
MCAF - KC-135 SQUAD OPS, GFAFB *SAPS (+1ZJZ)	MCAF	FFP	5,607,446		0%	1,788			
MCAF - DFAS REGIONAL FINANCE CENTER, OFFUTT A (+1WL7)	MCAF	FFP	5,394,494		0%	6,473			
BRAC - SANITARY SEWER, FITZSIMONS *SAPS (+2DP3)	BRAC	FFP	906,999		0%	1,996			

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MILCON									
Omaha									
MCAF (MULTI PHASE, NEAR CLOSEOUT) - CONSOL. B (+4676)	MCAF	FFP	9,490,133		0%	2,702			
MCAF - ALTER DORMITORIES, FE WARREN AFB *SAPS (+4728)	MCAF	FFP	7,959,832		0%	8,588			
MCAF - ADAL DORMS, PH V, PETERSON AFB *SAPS (+25NB)	MCAF	FFP	4,009,175		0%	5,183			
MCA - REVISE 2 MAILROOMS/ETC., FORT CARSON *S (+48K6)	MCA	IDIQ/DO	81,053		0%	628			
BRAC/OMAR - HANGAR/TRAINING FAC., FORT MCCOY (+7825)	BRAC	FFP	7,025,556		0%	155			
MCAF - PHYSICAL FITNESS CENTER, BUCKLEY *SAPS (+7CCB)	MCAF	FFP	10,405,429		0%	56,872		17,187	
BRAC - ALTER SQUAD OPS, BILLY MITCHELL *SAPS (+22CV)	BRAC	FFP	1,193,849		0%	3,304			
MCAF - PROVIDE AVIATION OBSTRUCTION, USAFA *S (+3C9H)	MCAF	IDIQ/DO	0			775			
MCAF - CHG RM SMOKE DETECTORS, PETERSON AFB *	MCAF	IDIQ/DO	70,790		0%	211			
BRAC - ALTER SQUADRON OPS FAC., PETERSON AFB (+2H2C)	BRAC	FFP	759,155		0%	2,142			
DOD - NATIONAL TEST FACILITY, SCHRIEVER AFB * (+5544)	DOD	FFP	176,315		0%	1,106			
MCAF - CONVERT IGNITION SYS OF 2 BOILERS, BUC (+3LVS)	MCAF	IDIQ/DO	4,043		0%	537			
MCAF - MISC. DINING HALL CORRECTIONS, SCHRIEV (+4JT8)	MCAF	IDIQ/DO	9,356		0%	112			
MCAF - FIRE PROTECTION FAC., GFAFB *SAPS (+335J)	MCAF	FFP	2,279,063		0%	1,901			
MCAFR - CORROSION CONTROL FAC.,MINN/ST PAUL * (+245G)	MCAFR	FFP	1,533,145		0%	2,433		1,002	
MCAF - TROOP SUPPORT FAC. DORMITORY, BUCKLEY (+1ZVL)	MCAF	FFP	8,445,866		0%	2,340			
MCA (MULTIPLE) - CENTRAL ENERGY PLANT/FAC ENG (+397B)	MCA	FFP	23,721,994		0%	3,005			
MILCON WORK ITEMS (+RF65)	MCA		0			0			
Seattle									
00C0214 DESIGN/BUILD ETI II, MT HOME (+0214)	MCAF	DB	18,049,042	12,698,999	70%	812,718	6.4%	7,586	0.1%
00C0227 FY 00 DORMITORY, MALMSTROM (+0227)	MCAF	FFP	9,063,498	8,860,147	98%	303,776	3.4%		
02C0203 (+2203)	MCA	FFP	10,894,335	8,490,811	78%	299,573	3.5%		
00C0221 HEALTH & DENTAL CLINIC REPLACEMENT, F (+0221)	DODM	FFP	8,634,828	7,881,539	91%	425,288	5.4%		
00C0215 HYDRANT REFUELING II, FAIRCHILD (+0215)	MCAF	FFP	10,703,898	7,777,921	73%	300,426	3.9%		
00C0225 DB WHOLE NEIGHBORHOOD REVIT, FT LEWIS	MCAFH	DB	7,693,497	7,395,911	96%	174,914	2.4%	9,027	0.1%
01C0206, RUNWAY CONSTRUCTION PROJECTS, FAIRCH	MCAF	FFP	17,190,541	7,174,776	42%	692,795	9.7%	21,536	0.3%
00D0201/1 FLIGHTLINE SUPPORT FACILITY, FAIRCH (+D201)	MCAF	IDIQ/DO	7,104,165	6,999,165	99%	616,300	8.8%		
00C0222 C17 SQ OPS/AMU -- SQ OPS III, MCCHORD (+0222)	MCAF	FFP	6,105,702	5,728,465	94%	377,944	6.6%		
01C0205, SQUAD OPS IV, MCCHORD (+1205)	MCAF	FFP	5,627,893	5,424,218	96%	320,862	5.9%		
01C0203 MILCON S&A, 01C0203, EXTEND NOSE DOCK (+1203)	MCAF	FFP	5,408,580	5,241,742	97%	380,591	7.3%	1,886	0.0%
00C0231 AMMUNITION SUPPLY POINT, YTC (+0231)	MCA	FFP	4,606,841	4,166,051	90%	315,336	7.6%		
01C0210 (+1210)	MCAFFH	FFP	9,624,989	4,108,933	43%	179,435	4.4%		
02C0213 (+2C13)	MCA	FFP	36,074,159	3,998,750	11%	171,710	4.3%	2,723	0.1%
00C0219 ROAD MIT 5A, YTC (+0219)	MCA	FFP	5,196,329	3,773,864	73%	109,883	2.9%	1,708	0.0%
00C0226 D/B SURVIVAL TRAINING COMPLEX, FAIRCH (+0226)	MCAF	DB	3,558,042	3,378,268	95%	338,410	10.0%		
02C0204 (+2C04)	MCA	FFP	5,516,392	3,300,830	60%	212,660	6.4%		

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MILCON									
Seattle									
00C0217 AD/AL RESERVE SQ OPS, MCCHORD (+0217)	MCAF	FFP	3,034,154	2,816,077	93%	295,427	10.5%	680	0.0%
00C0223 ROAD MIT 5B, YTC (+0223)	MCA	FFP	3,478,818	2,528,497	73%	56,061	2.2%		
00C0202 ATHLETIC COMPLEX, FT LEWIS (+0202)	MCA	FFP	5,803,852	2,459,897	42%	286,590	11.7%		
00D0203/002 (+0203)	MCAF	IDIQ/DO	5,291,623	2,406,636	45%	227,351	9.4%		
99C0034 BI MUNITIONS IGLOOS, MT HOME (+9034)	MCAF	FFP	4,840,101	2,068,769	43%	102,405	5.0%	14,831	0.7%
02C0208 (+2C08)	MCA	FFP	4,729,187	2,040,415	43%	155,779	7.6%		
01C0208 (+1208)	MCAF	FFP	2,052,284	1,852,515	90%	129,863	7.0%		
99C0011 ETI PHASE I, MT HOME (+9011)	MCAF	DB	3,320,367	1,722,836	52%	43,506	2.5%	1,291	0.1%
01D0203/3 (+1033)	MCAF	IDIQ/DO	2,607,510	1,662,717	64%	196,123	11.8%		
00C0234 FIRESTATION, FT LEWIS (+0234)	MCA	FFP	1,575,242	1,575,242	100%	161,631	10.3%		
99C0028 CLINIC REPLACEMENT, MCCHORD (+9028)	DODM	FFP	14,371,579	1,526,031	11%	147,436	9.7%		
02C0206 (+2C06)	MCA	FFP	32,080,294	1,504,748	5%	71,041	4.7%		
02C0202 (+2202)	MCA	FFP	1,127,555	918,720	81%	120,744	13.1%		
02D0201 (+2201)	MCAF	DB	738,501	729,071	99%	46,986	6.4%		
99C0066 CONVERT HANGAR TO WASHRACK, FAIRCHILD	MCAF	FFP	3,299,246	633,278	19%	180,060	28.4%	12,000	1.9%
97C0066 CHEM DEMIL DEPOT, UMATILLA (+7066)	MCA	FFP	5,109,198	556,067	11%	185,092	33.3%	27,842	5.0%
99C0037 CENTRAL VEHICLE WASH FACILITY, YTC (+9037)	MCA	FFP	5,723,569	454,393	8%	63,894	14.1%		
99C0065 CONSOLIDATED MEDICAL TRAINING FACILIT (+9065)	DODM	FFP	2,903,950	444,111	15%	65,893	14.8%		
96C0009 VEH MAINT, MCCHORD (+6009)	MCAF	FFP	7,983,220	394,998	5%	96	0.0%		
96C0044 MULTIPURPOSE TRAINING RANGE, YTC (+6044)	MCA	FFP	8,253,220	394,998	5%	11,247	2.8%		
02C0211 (+2211)	MCAF	DB	2,740,000	360,000	13%	62,321	17.3%		
00D2014/1 DRAINAGE UPGRADE & CATWALKS, MT HOM	MCAF	IDIQ/DO	0	355,506		2,305	0.6%		
99C0014 CONSTRUCT CENTRALIZED FUEL STATION, Y (+9014)	MCA	FFP	4,237,108	332,996	8%	271,387	81.5%		
99C0051 ACADEMIC TRAINING PHASE II, FAIRCHILD (+9051)	MCAF	FFP	2,629,038	327,229	12%	110,775	33.9%	3,189	1.0%
00C0201 ROAD MIT 5, YTC (+0201)	MCA	FFP	1,822,911	305,050	17%	20,318	6.7%		
99C0006 SHORTFIELD ASSAULT MOSES LK (+9006)	MCAF	FFP	2,691,123	233,858	9%	23,703	10.1%		
98C0064 ADAL DINING HALL, MALMSTROM (+8064)	MCAF	FFP	4,746,579	223,661	5%	65,490	29.3%		
99C0024 FY99 DORM AT MT. HOME (+9024)	MCAF	FFP	8,446,023	188,500	2%	14,772	7.8%		
97D1002/67 CHIMNEY REPAIRS (+7067)	MCA	JOC	45,726,312	114,792	0%	3,577	3.1%	6,162	5.4%
98C0042 C17 A/M HANGARS, MCCHORD (+8042)	MCAF	FFP	5,035,408	101,281	2%	29,260	28.9%		
98C0062 AVIONICS SHOP, MT HOME (+8062)	MCAF	FFP	5,708,220	95,643	2%	20,371	21.3%		
99C0063 C17 ALTER MAINT HANGARS 1&2, MCCHORD (+9063)	MCAF	FFP	4,640,139	83,189	2%	65,842	79.1%		
02C0212 (+2C12)	MCA	FFP	13,599,383	82,660	1%	49,765	60.2%		
99C0026 C17 FLIGHTLINE SUPPORT, MCCHORD (+9026)	MCAF	FFP	4,996,325	64,671	1%	39,813	61.6%	884	1.4%
99C0018 C17 A/A AIRCRAFT MAINTENANCE SHOP, MC (+9018)	MCAF	FFP	2,540,678	56,676	2%	10,271	18.1%	0	0.0%
99C0004 C17 SQ OPS/AMU, MCCHORD (+9004)	MCAF	FFP	5,282,478	48,098	1%	8,898	18.5%		

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MILCON									
Seattle									
99C0007 ROAD MIT 4, YTC (+9007)	MCA	FFP	1,817,597	36,418	2%	38,524	105.8%		
SQ OPS, MCCHORD (+6023)	MCAF	FFP	159,604	34,649	22%	3,653	10.5%		
98C0060 F15 SQUAD OPS, MT HOME (+8060)	MCAF	FFP	2,642,855	16,257	1%	4,137	25.4%		
00D1009/3 PAVING AT SCREEN, MCCHORD (+09X3)	MCAF	IDIQ/DO	2,385,574	15,913	1%	2,269	14.3%		
99C0005 C17 ADD/ALTER AGE MAINT, MCCHORD (+9005)	MCAF	FFP	2,443,574	15,913	1%	7,705	48.4%		
00C0211 DEMO HANGARS, FAIRCHILD (+0211)	MCAF	FFP	244,721	15,521	6%	6,611	42.6%		
97C0053 CORROSION CTRL, MCCHORD (+7053)	MCAF	FFP	19,705,368	13,710	0%	627	4.6%		
98C0013 FY98 WHOLE BARRACKS RENEWAL, FT LEWIS	MCA	DB	29,735,500	9,100	0%	10,530	115.7%		
98D1014/1 UPGRADE RR SPUR (+84X1)	MCA	IDIQ/DO	477,579	5,690	1%	573	10.1%		
99C0003 C17 A/A SIMULATOR, MCCHORD (+9003)	MCAF	FFP	2,019,622	5,622	0%	5,780	102.8%	0	0.0%
97C0008 726TH ACS SQUAD OPS II, MT HOME (+7008)	MCAF	FFP	3,474,797	5,189	0%	1,450	27.9%		
97C0024 MCCHORD MAINT TRNG FACILITY (+7024)	MCAF	FFP	12,532,119	3,380	0%	2,836	83.9%		
97C0042 HYDRANT FUELING, FAIRCHILD (+7042)	MCAF	FFP	7,492,742	3,380	0%	9,554	282.7%		
99C0002 C17 LIFE SUPPORT, MCCHORD (+9002)	MCAF	FFP	3,460,547	2,489	0%	5,440	218.6%		
98C0007 B-1 SQUAD OPS, MT HOME (+8007)	MCAF	FFP	4,103,858	-30,558	-1%	1,034	-3.4%	64,312	-210.5
00D1009/1007 (+D907)	MCA	IDIQ/DO	308,992		0%	27,335			
97C0043 FLIGHT SIMULATOR, MCCHORD (+7043)	MCAF	FFP	2,115,500		0%	228			
97C0044 C17 ADD/ALTER AVIONICS BLDG, MCCHORD (+7044)	MCAF	FFP	1,347,166		0%	590			
97C0040 CORROSION CONTROL HANGAR, MT HOME (+7040)	MCAF	FFP	8,083,135		0%	0			
97C0045 MCCHORD DORM, MCCHORD (+7045)	MCAF	FFP	4,471,454		0%	1,541			
97C0073 NEW DORM, MALMSTROM (+7073)	MCAF	FFP	5,931,774		0%	4,958			
98C0044 EDUCATION CENTER/LIBRARY, FAIRCHILD (+8044)	MCAF	FFP	7,199,664		0%	14,890			
99C0036 NEW DORMITORY MALMSTROM (+9036)	MCAF	FFP	4,351,700		0%	105,735			
99C0012 C17 CLOVER CREEK BRIDGE & ROAD, MCCHO	MCAF	FFP	1,014,692		0%	3,049			
99C0009 KC135 SQ OPS, FAIRCHILD (+9009)	MCAF	FFP	5,207,713		0%	15,249			
94C0096 FIRE TRNG, FAIRCHILD (+4096)	MCAF	FFP	179,624		0%	220			
95C0044 CONTROL TOWER, MCCHORD (+5044)	MCAF	FFP	13,526		0%	1,342			
96C0014 IMPROVE FAMILY HOUSING, MT HOME (+6014)	MCAFFH	DB	15,000		0%	453			
96C0020 STORM DRAINAGE, MT HOME (+6020)	MCAF	FFP	622,159		0%	226			
01C0225 (+1225)	MCAF	FFP	0			12,587			
DACA67-01-C-0212 (+1212)	AFH	FFP	124,349		0%	12,495			
99C0071 41ST DIVISION DRIVE EXT, FT LEWIS (+9071)	MCA	FFP	426,945		0%	1,950			
98C0031 B1 DORMITORY, MT HOME (+8031)	MCAF	FFP	7,587,635		0%	5,513			
98C0045 FIRE STATION ADDITION, FAIRCHILD (+8045)	MCAF	FFP	4,089,997		0%	12,283			
97C0038 FUEL SYSTEM MAINTENANCE DOCK, MCCHORD	MCAF	FFP	7,522,810		0%	285			
96C0033 WASTEWATER TRTMT, MT HOME (+6033)	MCAF	FFP	10,302,219		0%	396			

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Fund Category/District	Fund Type	Contract Group	Current Obligation ($)	Placement During Study ($)	% Performed During Study	SA Exp During Study ($)	SA Rate	DDC Exp During Study ($)	DDC Rate
MILCON									
Seattle									
98C0014 EOD, MALMSTROM (+8014)	MCAF	FFP	1,258,418		0%	2,835			
98C0004 B1 ARMAMENT SHOP, MT HOME (+8004)	MCAF	FFP	2,539,999		0%	226			
96C0052 (+6052)	MCAF	FFP	8,966,827		0%	470			
S&A FAIRCHILD DORM (+6069)	MCAF	FFP	16,918,703		0%	482			
97C0005 MILCON S&A, 97C0005, FLIGHTLINE FIRES (+7005)	MCAF	FFP	6,323,422		0%	470			
97C0006 ADAL GPMF AIRCRAFT, MT HOME (+7006)	MCAF	FFP	1,256,220		0%	453			
97C0011 DEPLOYMENT FACILITY, MCCHORD (+7011)	MCAF	FFP	2,529,060		0%	5,483			
97C0033 C17 SUBSTATION, MCCHORD (+7033)	MCAF	FFP	784,720		0%	112			
Total for MILCON			2,847,144,57	730,562,561	26%	47,835,206	6.5%	3,117,147	
OMA									
Honolulu									
RENOVATE BLDG 502 FS (+1002)	OMA	FFP	7,256,333	7,095,459	98%	330,590	4.7%	79	0.0%
01C0040 (+1040)	RDTE	FFP	3,311,327	3,246,489	98%	164,244	5.1%	8,572	0.3%
IFICS DATA TERM FAC KWAJ (+1018)	RDTE	FFP	3,311,327	3,246,489	98%	5,660	0.2%	8,572	0.3%
DEMO AMR HOUSING (PKG H-34) FHMA (+0016)	OMAFH	FFP	2,327,708	2,327,708	100%	59,770	2.6%		
01C0028 (+1028)	OMA	FFP	2,168,154	2,168,154	100%	73,205	3.4%		
00D0014/11 (+0061)	OMA	IDIQ/DO	2,065,186	2,035,738	99%	66,576	3.3%		
WAIKAKALAUA/KIPAPA FUEL TANKS (+1005)	DBOF	FFP	2,783,346	1,832,317	66%	347,962	19.0%	34,903	1.9%
EXT PAINT-VAR AREAS (PKG H-36) FHMA (+0018)	OMAFH	FFP	1,722,542	1,722,542	100%	186,995	10.9%	3,200	0.2%
01C0032 (+1032)	OMA	FFP	1,931,000	1,601,662	83%	104,639	6.5%	13,946	0.9%
REPAIR SEWERLINES (PKG H-38) FHMA (+0015)	OMAFH	FFP	1,613,385	1,600,491	99%	123,831	7.7%		
PAINT EXT-QUAD B&C (PKG A=53) OMA (+0017)	OMA	FFP	1,702,167	1,579,087	93%	205,128	13.0%	2,500	0.2%
A80 REN AREA 9000 RM FHU TO UPH SB (+0037)	OMA	IDIQ/DO	1,426,695	1,426,695	100%	54,584	3.8%		
01C0023/02C0001 (+1A23)	OMA	DB	16,730,237	1,300,403	8%	108,682	8.4%	16,067	1.2%
A60 RPL AHU WINGS C,F,G,H TAMC (+1D02)	DHP	IDIQ/DO	1,571,533	1,297,978	83%	133,673	10.3%	3,987	0.3%
REPAIR SEWERLINES (PKG A-50) OMA (+0008)	OMA	FFP	1,045,188	1,045,188	100%	54,864	5.2%		
01C0037 (+1037)	OMAFH	FFP	2,863,851	1,036,553	36%	46,596	4.5%		
00D0013/10 (+0056)	OMA	IDIQ/DO	1,093,230	1,020,103	93%	904	0.1%		
A86-RPR ROOF - B488 OMA (+9024)	OMA	IDIQ/DO	3,038,505	1,003,308	33%	27,979	2.8%		
01D0011/3 (+1D25)	RDTEA	FFP	1,869,442	936,771	50%	55,693	5.9%		
RPR REEF BQ - B564 (002XSQ) RDTE (+9015)	RDTE	FFP	6,639,244	936,682	14%	272,047	29.0%		
BUP BKS RENOVATION (002S34) OMA (+9014)	OMA	FFP	4,001,611	903,991	23%	144,201	16.0%	4,149	0.5%
A-100-RPL DOLPHIN OMA (+0025)	OMA	IDIQ/DO	903,691	903,691	100%	119,938	13.3%	2,590	0.3%
A118-VENT ELEC TMS DHP (+8020)	DHP	IDIQ/DO	1,033,741	887,815	86%	127,107	14.3%	1,424	0.2%
A80-C ST IMPR (PC) OMA (+0024)	OMA	IDIQ/DO	925,848	883,803	95%	137,251	15.5%		
RPR SECOND DIGESTER (PKG A-48) OMA (+9020)	OMA	FFP	1,416,049	854,126	60%	70,258	8.2%	3,000	0.4%

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OMA									
Honolulu									
EXT PAINTING-VAR SCH OMD (+0020)	OMDA	IDIQ/DO	991,771	843,706	85%	31,791	3.8%		
RPL ELEC DISTR I1-L1-4 (PKG H-17) FHMA (+8002)	OMAFH	FFP	4,185,164	827,198	20%	95,882	11.6%		
A97-INST SAND FILTERS OMA-E (+9040)	OMA	IDIQ/DO	832,893	798,389	96%	110,902	13.9%		
A104-REN BLDG 692 OMA (+9043)	OMA	IDIQ/DO	794,529	794,529	100%	176,911	22.3%		
A80 DEMO FORMER DOL FUEL YARD SB (+1016)	OMA	FFP	789,563	789,563	100%	32,567	4.1%		
DEMO T1/CORR PARKING (PKG A-05) OMA (+0014)	OMA	FFP	762,600	749,582	98%	71,744	9.6%	800	0.1%
00D0013/11 (+0057)	OMA	IDIQ/DO	739,539	739,539	100%	22,656	3.1%		
A112-RPR BLDG 450 OMA (+9050)	OMA	IDIQ/DO	1,159,033	711,383	61%	19,821	2.8%	1,337	0.2%
00D0015/23 (+0064)	OMA	IDIQ/DO	750,818	702,265	94%	85,158	12.1%		
A01 RPL MAIN SWITCHG STATION HMR (+1007)	OMA	FFP	958,112	697,016	73%	173,654	24.9%	17,607	2.5%
A98-REN BLDG 2027 OMA (+9041)	OMA	IDIQ/DO	691,188	691,188	100%	39,725	5.7%	2,500	0.4%
01C0026 (+1026)	OMA	FFP	685,997	685,997	100%	49,051	7.2%		
00D0035/14 (+0067)	OMDA	IDIQ/DO	722,977	655,256	91%	86,107	13.1%		
01C0033 (+1033)	OMA	FFP	714,914	655,020	92%	65,887	10.1%		
01C0036 (+1036)	OMA	FFP	655,733	646,771	99%	69,116	10.7%		
UPGR SWG PUMP STA (PKG A-88) OMA (+9022)	OMA	FFP	871,132	646,238	74%	64,699	10.0%		
RPR & MAINT-VAR SCH OMD (+0028)	OMDA	IDIQ/DO	620,497	620,046	100%	75,982	12.3%	3,545	0.6%
H40 AMR HSG DEMO PH2 AMR (+1009)	OMAFH	FFP	602,865	602,865	100%	16,671	2.8%		
A114-REN BLDG 102 OMA (+9042)	OMA	IDIQ/DO	586,120	586,120	100%	128,156	21.9%		
RPR & MAINT-VAR SCH OMD (+0029)	OMDA	IDIQ/DO	557,215	557,215	100%	135,484	24.3%		
RPR SEWERLINES OMA (+0006)	OMA	FFP	553,167	553,167	100%	79,777	14.4%		
RPR EXT ELEC - B580 (PKG A-66) OMA (+0011)	OMA	FFP	543,549	543,549	100%	108,776	20.0%		
01C0022 (+1022)	OMA	FFP	920,475	525,187	57%	28,059	5.3%		
STORM WATER PROJS (PKG A-44) OMA (+0009)	OMA	FFP	512,527	512,527	100%	43,925	8.6%		
01D0011/1 (+1D23)	RDTEA	FFP	1,116,827	502,488	45%	88,230	17.6%		
INSTALL STREET LIGHTING SB (+1014)	OMA	FFP	489,395	489,395	100%	108,914	22.3%		
01C0024 (+1024)	OMAFH	FFP	566,717	472,071	83%	75,168	15.9%		
01D0002/4 (+1D16)	DHP	FFP	527,070	466,928	89%	107,066	22.9%		
RPR & MAINT-RADFORD OMD (+0030)	OMDA	IDIQ/DO	529,373	463,201	87%	27,305	5.9%	2,099	0.5%
01C0025 (+1025)	OMA	FFP	430,400	422,513	98%	43,583	10.3%		
A47-WAYFINDING SIGN DHP (+8015)	DHP	IDIQ/DO	409,370	409,370	100%	55,656	13.6%		
00D0012/17 (+0055)	OMA	IDIQ/DO	0	405,295		16,183	4.0%		
01C0031 (+1031)	OMA	FFP	745,248	402,673	54%	76,833	19.1%		
RPL MENOHER SUBSTA (PKG A-04) OMA (+9012)	OMA	FFP	1,631,249	390,663	24%	116,570	29.8%	2,995	0.8%
HELEMANO/MOKAPU ELEM SCHLS (+0053)	OMDA	IDIQ/DO	369,003	367,534	100%	15,118	4.1%		
REPAIR WATER TANKS (PKG A-45) OMA (+9016)	OMA	FFP	370,257	364,641	98%	93,922	25.8%		

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OMA									
Honolulu									
A74 RPR FLUORIDE SYS B1580 SB (+0039)	OMA	IDIQ/DO	545,558	364,003	67%	124,175	34.1%		
01C0035 (+1035)	DBOF	FFP	364,211	360,133	99%	66,583	18.5%		
01C0029 (+1029)	BUP	FFP	4,876,749	345,833	7%	112,481	32.5%	49,600	14.3%
00D0013/13 (+0059)	OMA	IDIQ/DO	501,972	345,680	69%	22,860	6.6%		
A58-RPL HALON SYS OMA (+9036)	OMA	IDIQ/DO	347,974	343,983	99%	22,917	6.7%		
A76-INST MRI -3G DHP (+8032)	DHP	IDIQ/DO	761,299	343,319	45%	116,897	34.0%		
00D0034/9 (+0066)	OMDA	IDIQ/DO	674,282	338,112	50%	3,932	1.2%		
A91 RPR FOOTBALL FLD LTS WAAF (+1020)	OMA	FFP	330,000	330,000	100%	15,335	4.6%		
RPR KIT/BATH - HA T-1 (PKG H-09) FHMA (+9002)	OMAFH	FFP	3,942,108	315,187	8%	1,157	0.4%	13	0.0%
REN BATHS - W14A (PKG H-22) FHMA (+9017)	OMAFH	FFP	992,606	304,669	31%	21,728	7.1%		
00D0014/10 (+0060)	OMA	IDIQ/DO	312,041	301,517	97%	41,272	13.7%	9,976	3.3%
01C0030 (+1030)	OMA	FFP	300,755	300,755	100%	26,514	8.8%		
00D0035/15 (+0068)	OMDA	IDIQ/DO	291,631	288,334	99%	18,234	6.3%		
A10-EXIT WAY - G1D DP (+8033)	DHP	IDIQ/DO	287,408	284,088	99%	53,345	18.8%	989	0.3%
01D0001/8 (+1D11)	DHP	FFP	280,421	279,650	100%	50,133	17.9%	2,380	0.9%
00D0035/19 (+0072)	OMDA	IDIQ/DO	268,596	268,596	100%	9,772	3.6%		
A108 PNT SPRAY BOOTH OMA (+0022)	OMA	IDIQ/DO	280,224	263,934	94%	51,607	19.6%		
A63-RPL AHU 10/13 DHP (+8025)	DHP	IDIQ/DO	270,219	263,078	97%	32,591	12.4%		
A08-REPLACE HALON DHP (+8024)	DHP	IDIQ/DO	309,376	261,682	85%	69,302	26.5%	3,998	1.5%
A-49 RPR TANK 203 OMA (+1001)	OMA	FFP	261,488	260,488	100%	67,530	25.9%		
A115-REN BLDG 2091 OMA (+9044)	OMA	IDIQ/DO	260,235	260,235	100%	56,229	21.6%		
A-88 RPR SEWERLINE OMA (+9010)	OMA	FFP	704,692	257,846	37%	79,574	30.9%		
A-7 500KVA TRANSFMR CASTNER SUBSTN FHMA (+9011)	OMA	FFP	296,380	249,945	84%	32,365	12.9%		
RPR INT WSTWTR DRAIN (PKG H-35) FHMA (+0007)	OMAFH	FFP	249,736	249,736	100%	24,941	10.0%		
REN BLDG 525 FS (+0035)	RDTE	IDIQ/DO	245,124	245,124	100%	56,036	22.9%		
A92 RPR SOFTBALL FLD LTS WAAF (+1019)	OMA	FFP	242,000	242,000	100%	24,052	9.9%		
BATHROOM UPGRADE DHP (+7006)	DHP	IDIQ/DO	429,015	235,463	55%	31,043	13.2%		
00D0034/8 (+0065)	OMDA	IDIQ/DO	242,203	234,130	97%	23,067	9.9%		
01C0034 (+1034)	OMA	FFP	243,505	230,505	95%	46,009	20.0%		
A70-UPGR BATHROOM DHP (+7014)	DHP	IDIQ/DO	226,875	226,875	100%	27,231	12.0%	395	0.2%
00D0035/17 (+0070)	OMDA	IDIQ/DO	248,004	223,471	90%	26,766	12.0%		
RPR ELECTRICAL METERS (PKG H-20) FHMA (+9005)	OMAFH	FFP	1,387,121	222,395	16%	130,496	58.7%	19,606	8.8%
01C0038 (+1038)	OMA	FFP	211,866	211,866	100%	28,460	13.4%		
A48/13 ATS NTS-K/ELEV PWR TAMC (+1D08)	DHP	IDIQ/DO	211,559	210,559	100%	29,922	14.2%		
RPR & MAINT-VAR SCH OMD (+0027)	OMDA	IDIQ/DO	206,081	206,081	100%	23,251	11.3%		
A47-ENCR EL MEDGAS DHP (+8031)	DHP	IDIQ/DO	404,797	205,651	51%	93,166	45.3%	34,783	16.9%

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OMA									
Honolulu									
00D0015/21 (+0062)	OMA	IDIQ/DO	202,431	202,431	100%	10,508	5.2%		
024-ROLLUP DRS/UPGR OMAR (+0021)	OMAR	IDIQ/DO	192,320	190,096	99%	10,195	5.4%		
PACMERS SITE PREP OMA (+9031)	OMA	IDIQ/DO	232,902	186,121	80%	81,110	43.6%		
A64-RPL COOLING TWR DHP (+8034)	DHP	IDIQ/DO	183,668	183,668	100%	29,312	16.0%		
NMD-GBI TEST SITE (BMD0425) RDTE (+9008)	RDTE	FFP	7,750,294	183,349	2%	645	0.4%		
A58-RPL HALON SYS OMA (+9033)	OMA	IDIQ/DO	186,448	182,706	98%	56,363	30.8%		
REM CONTAM SOILS OMA-E (+5002)	OMA	IDIQ/DO	1,150,784	182,584	16%	18,824	10.3%	134	0.1%
A25-RPL NURSING STA DHP (+8026)	DHP	IDIQ/DO	209,500	180,360	86%	76,851	42.6%		
A75 RPR EXT PLASTER/WALL/CORNER TAMC (+1D07)	DHP	IDIQ/DO	2,062,434	178,757	9%	109,222	61.1%		
A39-INST TRAFC LTS *B) OMA (+9039)	OMA	IDIQ/DO	177,842	176,286	99%	25,951	14.7%		
A109-CONSTR FOG OIL STG FAC OMA (+9045)	OMA	IDIQ/DO	164,176	164,076	100%	24,391	14.9%		
01D0001/12 (+1D15)	DHP	FFP	175,918	163,518	93%	54,465	33.3%		
A-94 REN LATRINES B584 OMA (+0026)	OMA	IDIQ/DO	159,798	159,798	100%	27,633	17.3%		
A58 RPL HALON SYS OMA (+9037)	OMA	IDIQ/DO	144,985	136,091	94%	60,345	44.3%		
A17-VENT WAITING RM DHP (+8014)	DHP	IDIQ/DO	131,005	130,187	99%	24,377	18.7%		
STRUC RPRS, KIT/BATH RENO QTRS T7 FS (+0047)	OMAFH	IDIQ/DO	128,036	128,036	100%	8,813	6.9%		
RPR QTRS 6 FS (+0040)	OMAFH	IDIQ/DO	124,889	124,889	100%	24,544	19.7%		
RPR LATR -B549-B552 (PKG A-35) OMA (+8004)	OMA	FFP	2,391,533	120,046	5%	804	0.7%		
RPR SB/BP/KANEOHE COMMISSARIES (+0048)	DBOF	IDIQ/DO	118,985	118,985	100%	33,297	28.0%		
FIRE SYS-B1012/1020 (PKG A-06) OMA (+7004)	OMA	FFP	979,612	118,297	12%	51,959	43.9%	2,497	2.1%
STRUC RPRS, KIT/BATH RENO QTRS T18 FS (+0044)	OMAFH	IDIQ/DO	116,398	116,398	100%	9,647	8.3%		
RPR SWR FORCE MAIN (PKG A-57) OMA (+8005)	OMA	FFP	6,138,749	116,283	2%	89,985	77.4%		
INST SEC FENCE-DLA DBOF (+7013)	DBOF	IDIQ/DO	116,096	116,096	100%	29,786	25.7%		
A70-UPGR BATHROOM DHP (+7015)	DHP	IDIQ/DO	113,499	113,499	100%	11,094	9.8%		
RPR PUMP STATION (PKG A-33) OMA (+7003)	OMA	FFP	551,703	109,107	20%	52,194	47.8%		
00D0035/16 (+0069)	OMDA	IDIQ/DO	108,484	108,484	100%	17,109	15.8%		
01D0002/10 (+1D22)	DHP	FFP	106,010	106,010	100%	26,208	24.7%		
1-27 ADA COMPLIANCE WING D TAMC (+1D06)	DHP	IDIQ/DO	105,000	105,000	100%	36,893	35.1%	2,551	2.4%
00D0035/18 (+0071)	OMDA	IDIQ/DO	207,950	104,734	50%	15,762	15.0%		
RPR STRUC DAM - #8,16 FHMA (+8029)	OMAFH	IDIQ/DO	189,830	102,489	54%	10,377	10.1%		
REN KIT/BATH-HA1600 (PKG H-06) FHMA (+9023)	OMAFH	FFP	1,891,842	101,471	5%	7,947	7.8%		
INST LELECOM DUCTS B692 SB (+0041)	OPA	IDIQ/DO	101,324	101,324	100%	12,973	12.8%		
STRUC RPRS, KIT/BATH RENO QTRS T10 FS (+0045)	OMAFH	IDIQ/DO	100,183	100,183	100%	7,500	7.5%		
RPR SEWERLINE-PH 2 (PKG A-88) OMA (+0005)	OMA	FFP	2,213,826	98,588	4%	151,073	153.2%	174,305	176.8%
01C0027 (+1027)	OMA	FFP	97,797	97,797	100%	9,389	9.6%		
DIN FAC SVC MAINT (00351B) OMA (+0001)	OMA	FFP	407,574	94,932	23%	24,565	25.9%		

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OMA									
Honolulu									
99D0007/10 (+9051)	OMA	IDIQ/DO	92,732	92,732	100%	7,805	8.4%		
00D0013/12 (+0058)	OMA	IDIQ/DO	90,869	90,869	100%	25,900	28.5%		
INSTALL A/C - APC (PKG A-123) OMN (+0012)	OMN	FFP	86,920	86,920	100%	20,897	24.0%		
REM WORK-BLDG 525 OMA (+9049)	OMA	IDIQ/DO	86,361	86,361	100%	7,214	8.4%		
INST FENCE BP ELEM SCHL (+0051)	OMDA	IDIQ/DO	85,685	85,185	99%	19,997	23.5%		
CONSTR CSF BLD-DLA DBOF (+9046)	DBOF	IDIQ/DO	334,777	82,607	25%	2,038	2.5%	4,977	6.0%
RPL/INST CEILING TILES QUAD I SB (+0038)	OMA	IDIQ/DO	79,474	79,474	100%	68,851	86.6%		
A23/24 RAILS/HYDRO DHP (+7011)	DHP	IDIQ/DO	79,123	79,123	100%	4,591	5.8%		
REN BATHS - W14B (PKG H-24) FHMA (+9018)	OMAFH	FFP	662,743	75,794	11%	6,012	7.9%		
01D0002/8 (+1D20)	DHP	FFP	99,974	74,035	74%	29,848	40.3%		
RPL TRANSFER SWITCH WAAF (+1P22)	OMA	FFP	69,785	69,785	100%	21,168	30.3%		
A79 DEMO BLDG 221 FS (+1P17)	OMA	FFP	69,274	69,274	100%	360	0.5%		
01D0001/10 (+1D13)	DHP	FFP	66,882	66,882	100%	22,724	34.0%		
01D0002/6 (+1D18)	DHP	FFP	65,902	65,902	100%	30,589	46.4%		
01D0002/7 (+1D19)	DHP	FFP	61,911	61,203	99%	14,227	23.2%		
STORM WATER PROJS (PKG A-44) OMA-E (+0010)	OMA	FFP	62,125	61,125	98%	131,480	215.1%		
DENT CLINIC B660 RM 135/136/145 SB (+8040)	OMA	IDIQ/DO	59,198	59,198	100%	11,513	19.4%		
00D0035/20 (+0073)	OMDA	IDIQ/DO	131,201	58,242	44%	6,013	10.3%		
RPR/MAINT LEHUA ELEM SCHL (+0050)	OMDA	IDIQ/DO	55,066	55,066	100%	4,704	8.5%		
01D0001/9 (+1D12)	DHP	FFP	54,259	54,259	100%	19,110	35.2%		
KIT REN QTRS T14 FS (+0049)	OMAFH	IDIQ/DO	52,358	52,358	100%	11,729	22.4%		
RPR QTRS T5 FS (+0042)	OMAFH	IDIQ/DO	169,459	50,220	30%	5,842	11.6%		
RPR WWTP EL DIST (PKG A-06) OMA (+9009)	OMA	FFP	647,361	48,710	8%	646	1.3%		
INSTL INT/EXT SIGNAGE FS (+0036)	OMA	IDIQ/DO	48,138	48,138	100%	1,061	2.2%		
A125-INST LATS-B691 DHP (+8036)	DHP	IDIQ/DO	46,477	46,477	100%	1,876	4.0%		
A86 RPL WINDOWS 3B AREA TAMC (+1D03)	DHP	IDIQ/DO	44,953	44,953	100%	11,542	25.7%		
A68-INST EMER GEN OMA (+9026)	OMA	IDIQ/DO	312,702	43,585	14%	1,286	3.0%		
ALIAMANU ELEM/MOANALUA MID SCHLS (+0052)	OMDA	IDIQ/DO	42,793	42,793	100%	12,183	28.5%		
01D0002/5 (+1D17)	DHP	FFP	42,398	42,398	100%	14,466	34.1%		
A28-CORR SAFETY DEFS DHP (+7010)	DHP	IDIQ/DO	280,522	40,580	14%	16,914	41.7%		
CLOSE/REMOVE USTS OMA-E (+0013)	OMA	FFP	45,201	40,018	89%	33,262	83.1%		
DEMO, DRMO RECEIVG/STOR A2 BP (+0043)	DBOF	IDIQ/DO	38,043	38,043	100%	10,108	26.6%		
A66 - MYLARS - T580 OMA (+8018)	OMA	IDIQ/DO	124,799	37,524	30%	34,281	91.4%		
A105-RPR BREEZEWAYS OMA (+9035)	OMA	IDIQ/DO	37,224	36,793	99%	4,982	13.5%		
A40-UROLOGY - PH2 DHP (+8030)	DHP	IDIQ/DO	79,799	35,819	45%	3,792	10.6%		
01D0011/2 (+1D24)	RDTEA	FFP	632,058	35,000	6%	74,094	211.7%		

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OMA									
Honolulu									
REPLACE FIRE ALARM DHP (+7007)	DHP	IDIQ/DO	98,534	34,267	35%	14,411	42.1%		
A34 INSTL DISCONN SWITCH KITCH TAMC (+1D05)	DHP	IDIQ/DO	33,064	33,064	100%	30,287	91.6%		
RPR STRUC DAM - #4 FHMA (+8028)	OMAFH	IDIQ/DO	104,162	32,793	31%	6,380	19.5%		
A62-RPL AHU 11/12 DHP (+8013)	DHP	IDIQ/DO	233,369	31,965	14%	8,412	26.3%		
A54-RPR FIRE DOORS DHP (+8022)	DHP	IDIQ/DO	170,670	31,071	18%	27,737	89.3%		
A72 RPR FLOOR JOINTS OMA (+9034)	OMA	IDIQ/DO	31,264	30,902	99%	2,916	9.4%		
A96-INST COOLING TWR DHP (+8023)	DHP	IDIQ/DO	26,092	26,092	100%	4,044	15.5%		
A11-UPGRADE CIRCUITS DHP (+7009)	DHP	IDIQ/DO	65,457	25,988	40%	11,497	44.2%	4,789	18.4%
A110-RPL MIX VALVES OMA (+0023)	OMA	IDIQ/DO	25,000	25,000	100%	3,247	13.0%		
A86 RPL WINDOWS 4B AREA TAMC (+1D04)	DHP	IDIQ/DO	23,707	23,707	100%	9,546	40.3%		
A73-REN BLOOD LAB DHP (+8021)	DHP	IDIQ/DO	197,442	23,608	12%	2,382	10.1%		
00D0014/9 (+0054)	OMAF	IDIQ/DO	22,892	22,892	100%	10,716	46.8%		
RPR DAM QTRS - #15 FHMA (+8027)	OMAFH	IDIQ/DO	141,862	21,534	15%	6,067	28.2%		
A42-POT/PAN EX RPR DHP (+7012)	DHP	IDIQ/DO	21,054	21,054	100%	7,095	33.7%		
01D0001/7 (+1D10)	DHP	FFP	21,012	21,012	100%	25,173	119.8%		
A-125 ASBESTOS ABATEMENT B691 OMA (+8037)	DHP	IDIQ/DO	19,982	19,982	100%	422	2.1%		
00D0015/22 (+0063)	OMA	IDIQ/DO	18,900	18,900	100%	13,208	69.9%		
01D0002/9 (+1D21)	DHP	FFP	257,468	18,750	7%	24,885	132.7%		
PACAF RENO/CRPTO RM B102 HAFB (+0046)	OMAF	IDIQ/DO	18,560	18,560	100%	9,107	49.1%		
REN BLDG 2026-SBRO (0039WD) OMA (+0003)	OMA	FFP	439,885	17,411	4%	22,425	128.8%		
INST CATHODIC PROTEC (PKG A-44) OMA (+9019)	OMA	FFP	325,286	16,117	5%	5,036	31.2%		
REPAIR ELEVATORS DHP (+8010)	DHP	IDIQ/DO	778,342	15,611	2%	2,715	17.4%		
01D0001/6 (+1D09)	DHP	FFP	14,400	14,400	100%	9,686	67.3%		
RPR ELEC SYS -B580 (PKG A-49) OMA (+9021)	OMA	FFP	516,328	14,003	3%	9,850	70.3%		
DEMO B400/T643/T1617/L31/T6024 (+1011)	OMA	FFP	12,740	12,740	100%	16,010	125.7%		
INSTALL FENCE - APC OMN (+0034)	OMN	FFP	11,448	11,448	100%	975	8.5%		
A124-INST DR - HFPO DHP (+8035)	DHP	IDIQ/DO	9,970	9,970	100%	796	8.0%		
RPL CARPET/TILE OMD (+0019)	OMDA	IDIQ/DO	295,627	9,225	3%	2,977	32.3%		
REPAIR PA SYSTEM DHP (+8011)	DHP	IDIQ/DO	164,591	8,878	5%	3,692	41.6%		
SOIL REMEDIATION OMA-E (+6004)	OMA	IDIQ/DO	1,616,632	6,670	0%	2,830	42.4%		
RENOVATE BLDG 520 OMA (+9047)	OMA	IDIQ/DO	35,141	3,514	10%	1,346	38.3%		
PACMERS SITE PREP OMA (+9025)	OMA	IDIQ/DO	141,229	2,110	1%	2,331	110.5%		
MYLARS - BLDG T100 OMA (+8016)	OMA	IDIQ/DO	9,900	2,102	21%	9,752	464.0%		
MYLARS - BLDG T101 OMA (+8017)	OMA	IDIQ/DO	1,184	1,184	100%	8,422	711.3%		
RPR KITCHN HA-13B FHMA (+8003)	OMAFH	FFP	1,155,322	0	0%	447			
RPR SPR WTR COLL SYS (PKG A-75) OMA (+0004)	OMA	FFP	247,714	-2,286	-1%	7,295	-319.1%		

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OMA									
Honolulu									
98C001A (+8039)	OMAFH	FFP	812,245		0%	17,363			
BUP BKS RPR - B131 (48857) OMA (+8006)	OMA	FFP	3,364,521		0%	1,914			
01D0001/11 (+1D14)	DHP	FFP	664,009		0%	36,052			
REN KIT- HA I-1, L7-12 (PKG H-03) FHMA (+8008)	OMAFH	FFP	2,622,938		0%	2,441			
REN KIT-HA I-1, L1-6 (PKG H-02) FHMA (+8009)	OMAFH	FFP	2,367,229		0%	1,446			
A66-MYLARS-GOQS OMA (+8019)	OMA	IDIQ/DO	295,816		0%	20,020			
PRE AWARD O&M (+PAOM)			0			383,222			
ELEC HOOKUPS - B525 (73LHDG) OMA (+0033)	OMA	FFP	0			0			
O9-REPAIR ROOFS OMAR (+9027)	OMAR	IDIQ/DO	272,166		0%	0			
INST 200 KW GEN OMA (+9048)	OMA	IDIQ/DO	4,302		0%	0			
CONSTR SWALE/RPRS OMAR (+9028)	OMAR	IDIQ/DO	135,922		0%	0			
RPR ISOLATION/VENT DHP (+8012)	DHP	IDIQ/DO	420,708		0%	29,723			
A50-REN BLDG 6042 OMA (+9029)	OMA	IDIQ/DO	461,973		0%	1,632			
PKG 0-11 RENOVATE US ARMY RES CTR OMAR (+9030)	OMA	IDIQ/DO	100		0%	1,600			
G1C BOILER REPLACEMENT TAMC (+1D01)	DHP	IDIQ/DO	1,708,180		0%	61,819		2,271	
DACA83-02-C-0005 (+2005)	OMA	FFP	530,184		0%	42,321			
A99-INST TRAFC LTS *A) OMA (+9032)	OMA	IDIQ/DO	32,972		0%	1,580			
DACA83-02-C-0003 (+2A03)	RDTE	FFP	861,481		0%	9,428			
A25 RPL ROOF 9TH/10TH FLRS OMA (+7005)	DHP	FFP	462,797		0%	19,003			
DACA83-02-D-0001/1 (+2D01)	OMAFH	IDIQ/DO	114,281		0%	6,785			
A3/A5 CENTRIFUGE/DISINFECT WSTWTR OMA (+6002)	OMA	FFP	0			247			
DACA83-02-D-0001/3 (+2D02)	OMAFH	IDIQ/DO	121,615		0%	19,558			
RELOCATE UPS BLDG OMA (+7008)	OMA	IDIQ/DO	278,288		0%	813			
RPR HVAC/VENTILATION OMA (+6003)	OMA	FFP	0			1,719			
Kansas City									
RIL, HISTORIC BUPS OMA 214 223 402 208, DACA4 (+BUP1)	OMA	FFP	14,306,711	2,846,594	20%	266,561	9.4%	106,212	3.7%
FLW, SLAPPS, DACW41-00-D-0019/0002 (+FB62)	OMA	IDIQ/DO	6,186,366	2,377,710	38%	93,918	3.9%	30,940	1.3%
FLW, Replace Piping, DACA41-00-D-0012/0001 (+850K)	OMA	FFP	2,338,568	2,338,568	100%	73,717	3.2%	1,208	0.1%
RIL, Repair HVAC 8000 Area (BUP), DACA41-99-C (+2-8J)	OMA	FFP	3,492,105	2,100,852	60%	110,101	5.2%		
LVN, RENOVATE/ALTER FACILITY 243 RG, DACA41-0 (+3B6V)	OMM	FFP	1,824,806	1,818,184	100%	8,209	0.5%	6,309	0.3%
LVN, REPL SIDING AND ROOF (RG), DACA41-00-D-0 (+73LH)	OMA	FFP	1,509,041	1,478,693	98%	230,436	15.6%	1,350	0.1%
RIL, Replace Lift Stations, DACA41-00-D-0013/ (+787C)	OMA	FFP	1,208,575	1,208,575	100%	75,806	6.3%		
LVN, JOC TO#88 DACA41-97-D-0014/0088 (+LV88)	OMAFH	JOC	1,050,750	1,050,750	100%	26,505	2.5%		
LVN, USDB LAUNDRY AND FOOD SERV EQ., DACA41-9 (+5015)	OMA	FFP	2,333,000	946,593	41%	11,148	1.2%		
LVN CONTR JOC MISC RPRS BCTP #57 (+LV57)	OMA	JOC	941,296	941,296	100%	55,686	5.9%		
RIL, Barracks Upgrade Program (BUP), DACA41-9 (+281J)	OMA	IDIQ/DO	7,872,837	830,909	11%	68,412	8.2%	14,105	1.7%

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OMA									
Kansas City									
RIL, Misc Traffic Light Project, DACA41-00-D- (+GC0J)	OMA	DB	542,014	532,071	98%	82,538	15.5%		
RIL,FORSYTH,BK STBL OMAOP (+HKBC)	OMA	IDIQ/DO	534,060	504,433	94%	18,303	3.6%		
RIL, Camp Funston Drainage Improv, DACA41-00- (+84D8)	OMA	DB	465,225	463,153	100%	55,061	11.9%		
LVN CONTR JOC 970014 TO#43 REP (+LV00)	OMA	JOC	1,405,474	459,353	33%	29,960	6.5%		
WAFB CONTR JOC 960019 TO#126 R (+WW26)	OMAF	JOC	456,600	454,100	99%	23,951	5.3%		
RIL, Power Conditioners CCTT, DACA41-00-C-000 (+P435)	OPA	FFP	438,000	438,000	100%	11,340	2.6%		
LVN CONTR JOC NORMANDY VILLAGE REWIRE PH 3 #6 (+LV62)	OMAFH	JOC	395,454	395,454	100%	17,828	4.5%		
WAFB, Repair Roof Fac 250, MCSA TO#136 (+W250)	OMM	JOC	310,646	310,646	100%	53,858	17.3%		
WAFB, Repair Bldg 705 for 442 (CES) TO#137 (+B705)	OMAFR	JOC	282,759	277,759	98%	23,571	8.5%		
RIL, RAILHEAD LIGHT IMPROVEMENTS, DACA41-00-D (+QP14)	OMA	FFP	273,977	272,977	100%	53,000	19.4%		
RIL, FILL PLACEMENT, CUSTER HILL LANDFILL (OM (+20HF)	OMA	IDIQ/DO	292,722	272,232	93%	3,964	1.5%		
WAFB, PKG 45 (OMA) DACA45-90-C-0035 (+K54A)	OMAF	FFP	250,670	250,670	100%	0	0.0%		
WAFB CONTRACT JOC 960019 TO#129 (+WW12)	OMAF	JOC	254,137	249,137	98%	30,265	12.1%		
LVN, DEMO 27 BUILDINGS, DACA41-00-C-0014 (+1058)	OMA	FFP	212,811	212,811	100%	31,665	14.9%		
LVN, REPAIR SEWER LINES AND CULVERTS FOR MATC (+LV05)	OMA	FFP	303,426	210,644	69%	57,288	27.2%		
WAFB, Renovate Fac 248 Cnf Rm, MCSA TO#138 (+F248)	OMM	JOC	185,742	185,742	100%	28,061	15.1%		
WAFB CONTR JOC 960019 TO#130 R (+W130)	OMAF	JOC	178,399	175,899	99%	9,419	5.4%		
RIL, CAMP WHITSIDE RAIL REPAIRS, DACA41-00-D- (+141J)	OMA	FFP	197,565	174,581	88%	24,050	13.8%		
WAFB CONTR JOC 960019 TO#132 I (+W132)	OMAFR	JOC	192,407	168,010	87%	36,960	22.0%		
LVN, JOC TO#84 DACA41-97-D-0014/0084 (+LV84)	OMA	JOC	147,563	147,563	100%	6,686	4.5%		
WAFB CONTR JOC 960019 TO#131 R (+W131)	OMAF	JOC	154,375	144,976	94%	12,605	8.7%		
LVN, MAINT OF CRAC UNITS EIP, DABT19-98-C-000 (+3043)	OMA	FFP	244,013	142,293	58%	108,274	76.1%		
LVN CONTR JOC MISC RPRS BLDG 235 #58 (+LV58)	OMA	JOC	137,845	137,845	100%	10,080	7.3%		
LVN INSTALL ELEC SERVICE MEVA GATE (+LV04)	OMA	JOC	135,049	133,752	99%	16,692	12.5%		
LVN, JOC TO#83 DACA41-97-D-0014/0083 (+LV83)	OMAFH	JOC	132,908	132,908	100%	7,460	5.6%		
Sump Cleaning, Forbes S-9, Holton, KS (+S915)	OMA	IDIQ/DO	189,464	132,615	70%	16,842	12.7%		
LVN CONTRACT JOC 970014 TO#49 (+LV49)	OMA	JOC	214,596	129,681	60%	6,912	5.3%		
LVN, NORMANDY REWIRE, PHASE V DACA41-01-D-000 (+LV01)	OMAFH	JOC	163,027	115,982	71%	12,004	10.4%		
LVN CONTR JOC BLDG 77 CHILLER #52 (+LV52)	OMA	JOC	107,307	107,307	100%	3,986	3.7%		
LVN CONTR JOC RPL 1200 AMP MDP BLDG 136 #59 (+LV59)	OMA	JOC	112,580	106,023	94%	3,901	3.7%		
LVN, JOC TO#85 DACA41-97-D-0014/0085 (+LV85)	OMA	JOC	105,195	105,195	100%	5,230	5.0%		
LVN, JOC TO#75, Repair Tennis Courts (+LV75)	OMA	JOC	101,867	101,867	100%	8,986	8.8%		
LVN CONTR BLDG 85 FOUNDATION RPR #55 (+LV55)	OMA	JOC	99,228	99,228	100%	15,003	15.1%		
LVN JOC TO#69 DEMO GREENHOUSE/BATHHOUSE (+LV69)	OMA	JOC	96,718	96,718	100%	10,351	10.7%		
LVN CONTR JOC BCTP MASONRY RPRS #61 (+LV61)	OMA	JOC	95,838	95,838	100%	6,173	6.4%		
LVN CONTR JOC #67, FCC Kitchen (+LV67)	OMA	JOC	94,111	94,111	100%	13,790	14.7%		

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OMA									
Kansas City									
LVN CONTR JOC SANTE FE WINDOWS #66 (+LV66)	OMAFH	JOC	93,909	93,909	100%	3,415	3.6%		
WAFB, UGT R&R/OWS REMOVAL 960019 TO#79 (+WW79)	OMAF	JOC	158,968	92,367	58%	28,771	31.1%		
LVN, JOC TO#80, BLDG 605 AND 611 SCOTT (+LV80)	OMA	JOC	84,165	84,165	100%	7,408	8.8%		
LVN CONTR JOC NORMANDY VILLAGE REWIRE PH 2 #6 (+LV64)	OMAFH	JOC	90,509	82,825	92%	1,700	2.1%		
LVN, JOC TO#78, MISC RENOV TO FUNSTON & MCNAI (+LV78)	OMA	JOC	79,861	79,861	100%	6,905	8.6%		
FLW, Replace Seating, DACA41-00-D-0011/0001 (+1575)	OMA	FFP	79,271	79,271	100%	3,587	4.5%		
LVN, JOC TO#79, UPGRADE FUELING SITE @ SAFF (+LV79)	OMA	JOC	78,777	78,777	100%	10,123	12.9%		
LVN, JOC TO#77, Rm 77, Bldg 77 (+LV77)	OMA	JOC	78,768	78,768	100%	6,384	8.1%		
RG CONTR JOC 960019 TO127 REPL (+W127)	OMM	JOC	228,516	78,489	34%	1,113	1.4%		
LVN, INSTALL ELECT ROOM B, BLDG 136, DACA41-0 (+LV02)	OMA	JOC	78,103	78,103	100%	2,509	3.2%		
RIL, FORBES UST REMOVAL (+US13)	OMA	IDIQ/DO	76,809	76,809	100%	8,787	11.4%		
LVN CONTR JOC RPL BOILER BLDG 50 #60 (+LV60)	OMA	JOC	74,287	73,173	99%	2,827	3.9%		
LVN CONTR JOC 970014 TO#33 RPL (+LV33)	OMA	JOC	130,328	69,679	53%	6,756	9.7%		
WAFB, Repair Exhaust, Hanger 9 TO#134 (+PRH9)	OMAF	JOC	68,150	67,150	99%	9,953	14.8%		
WAFB CONTR JOC 960019 TO118 RM (+W118)	OMAF	JOC	67,155	66,155	99%	4,448	6.7%		
LVN CONTR JOC REPLACE DOORS #53 (+LV53)	OMA	JOC	65,924	65,924	100%	5,590	8.5%		
LVN, JOC TO#76, MILL HALL, BLDG 285 (+LV76)	OMA	JOC	57,862	57,862	100%	7,091	12.3%		
LVN, JOC TO#68, RUCKER HALL, BLDG 50, MISC UP (+LV68)	OMA	JOC	57,582	57,582	100%	4,143	7.2%		
WAFB CONTR,JOC 960019 TO# 0140 (+W140)	OMA	JOC	56,076	56,076	100%	3,398	6.1%		
LVN, INTERIOR RENOV OF DCSRM (+LV03)	OMA	JOC	52,511	52,511	100%	8,239	15.7%		
LVN, POWER UPGRADE (+LV73)	OMA	JOC	46,422	46,422	100%	4,428	9.5%		
WAFB CONTR JOC 960019 TO#133 R (+W133)	OMA	JOC	44,330	43,330	98%	6,709	15.5%		
RG CONTR JOC 960019 TO#93 RPR/ (+WW93)	OMM	JOC	429,151	42,915	10%	60	0.1%		
LVN CONTR JOC 970014 TO#39 RPR (+LV39)	OMA	JOC	121,736	39,919	33%	9,726	24.4%		
LVN, JOC TO#87 DACA41-97-D-0014/0087 (+LV87)	OMA	JOC	39,133	39,133	100%	5,783	14.8%		
LVN CONTR JOC GRANT POOL PIPING AND MONUMENT	OMA	JOC	35,544	35,544	100%	4,998	14.1%		
LVN CONTR JOC 970014 TO#28 INS (+LV28)	OMA	JOC	228,381	33,527	15%	5,496	16.4%		
LVN, JOC TO#86 DACA41-97-D-0014/0086 (+LV86)	OMA	JOC	33,416	33,416	100%	6,642	19.9%		
LVN REPLACE BLDG 24 CONDENSING UNIT (+2L73)	OMA	JOC	41,730	33,115	79%	3,955	11.9%		
LVN EXT PAINT 611 SCOTT (+GD8H)	OMA	JOC	32,806	32,806	100%	4,824	14.7%		
LVN, SECURITY MEASURES (+LV71)	OMA	JOC	32,535	32,535	100%	4,652	14.3%		
LVN, REPAIR #1 SCOTT (+LV74)	OMA	JOC	27,636	27,636	100%	3,603	13.0%		
WAFB CONTR JOC 960019 TO#103 R (+W103)	OMAF	JOC	76,443	27,480	36%	3,007	10.9%		
MAFB, WATER STORAGE AND PUMPING FAC, DACA41-9 (+006A)	OMAF	FFP	3,944,456	25,000	1%	0	0.0%		
LVN REPAIR WATER DAMAGED HOUSING (+1KHB)	OMA	JOC	24,670	24,420	99%	3,538	14.5%		
LVN REPLACE ENTRY DOORS BLDG 44 (+LVA5)	OMA	JOC	41,806	22,357	53%	5,611	25.1%		

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OMA									
Kansas City									
RG, KC0101M (WO99-0038) Maintain Pavements (R (+0038)	OMM	JOC	64,990	21,447	33%	92	0.4%		
LVN CONTR JOC FRONTIER CONF CENTER PORCH BLDG	OMA	JOC	19,990	19,990	100%	2,877	14.4%		
LVN CONTR JOC 970014 TO#35 RPL (+LV35)	OMA	JOC	312,857	18,845	6%	1,612	8.6%		
LVN, UST BLDG 72 RA (OMA), DACW41-98-D-9017/0 (+39WN)	OMA	IDIQ/DO	16,906	16,906	100%	0	0.0%		
LVN CONTR JOC BLDG 53 LAN CONDUIT #54 (+LV54)	OMA	JOC	51,832	15,316	30%	485	3.2%		
LVN CORRECT FLINT HALL DRAINAGE (+L0K9)	OMA	JOC	12,992	12,992	100%	1,979	15.2%		
RG Construct Pavilion Bldg 243, MCSA TO#139 (+B243)	OMM	JOC	20,059	12,018	60%	3,024	25.2%		
WAFB CONTR JOC 960019 TO#80 RP (+WW80)	AFFHOM	JOC	56,647	11,329	20%	606	5.3%		
LVN CONTR JOC 970014 TO#47 EXT (+LV47)	OMA	JOC	59,748	10,470	18%	835	8.0%		
WAFB, Repair OWS- MCSA (+MCSA)	OMM	JOC	63,806	9,486	15%	496	5.2%		
WAFB, REPAIR FIRE TR FAC 960019 TO#78 (+WW78)	OMAF	JOC	103,498	8,966	9%	2,838	31.7%		
LVN, SAPS, BLDG 44 (+LV72)	OMA	JOC	7,993	7,993	100%	5,355	67.0%		
LVN GRANT AVE SOCCER FIELD (+KHD8)	OMA	JOC	7,668	7,665	100%	4,039	52.7%		
WAFB CONTR JOC 960019 TO#)) RE (+WWRE)	AFFHOM	JOC	47,737	6,206	13%	555	8.9%		
WAFB JOC TO#62 C96D0019 BLDG 9 (+WW62)	OMAFR	JOC	292,199	5,844	2%	1,533	26.2%		
WAFB CONTR JOC TO#72 960019 RE (+WW72)	OMAF	JOC	28,538	5,604	20%	436	7.8%		
WAFB CONTR JOC 960019 TO#125 R (+W125)	AFFHOM	JOC	279,672	5,593	2%	522	9.3%		
LVN, PAINT MCNAIR HALL (+LV70)	OMA	JOC	4,380	4,380	100%	843	19.2%		
WAFB CONTR JOC 960019 TO#91 RP (+WW91)	AFFHOM	JOC	19,723	2,608	13%	1,074	41.2%		
RG CONTR JOC 960019 TO#83 RPL (+WW83)	OMM	JOC	93,787	1,876	2%	1,587	84.6%		
RG CONTR JOC WO98-0251 Erosion Control (+0251)	OMM	JOC	27,290	1,637	6%	280	17.1%		
WAFB CONTR JOC 960019 TO119 BA (+W119)	OMAF	JOC	80,451	1,609	2%	518	32.2%		
WAFB CONTR JOC 960019 TO#97 RP (+WW97)	OMAFR	JOC	75,997	1,520	2%	101	6.6%		
WAFB CONTR JOC 960019 TO#113 (+W113)	OMM	JOC	1,000	1,000	100%	0	0.0%		
WAFB CONTR JOC 960019 TO#117 R (+W117)	OMAF	JOC	7,489	743	10%	461	62.0%		
LVN CONTR JOC 970014 TO#45 RER (+LV45)	OMAFH	JOC	36,289	570	2%	2,825	495.6%		
LVN CONTR JOC 970014 TO#51 RPL (+LV51)	OMA	JOC	34,213	465	1%	144	31.1%		
LVN JOC TO#46 611 SCOTT PORCH (+LV46)	OMA	JOC	19,457	291	1%	577	198.2%		
FLW, GIT BARRACKS SECURITY OMA, DACA41-98-C-0 (+28K7)	OMA	FFP	2,374,088	1	0%	0	0.0%		
LVN JOC TO#48 ENV REPAIRS TO B227/499 (+LV48)	OMA	JOC	40,398	0	0%	0			
LVN JOC TO 41 SERVER BLDG 50 (+LV41)	OMA	JOC	7,419		0%	708			
FLW, Relocatable Buildings, (+ABLE)	OMA	FFP	0			7,092			
LVN CONTR JOC 970014 TO#50 MIS (+LV50)	OMA	JOC	71,989		0%	2,165			
RG CONTR JOC Roof Leak B250 (+B250)	OMM	JOC	500		0%	0			
LVN, Repair Ottawa/Osage Villages, DACA41-96- (+028P)	OMAFH	FFP	8,700,523		0%	20			
LVN JOC Donovan Water Heater #25 (+LV25)	OMAFH	JOC	47,263		0%	424			

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OMA									
Kansas City									
LVN, Bell Hall Asbestos Remediation, DACA41-0 (+22-8)	OMA	FFP	884,642		0%	7,152			
LVN JOC TO 42 REP #35 BUCKNER (+LV42)	OMAFH	JOC	8,738		0%	199			
RIL, Renovate Bldg 404, (+B204)	OMA	FFP	0			3,664			
LVN CONTR JOC 970014 TO#40 RPL (+LV40)	OMAFH	JOC	424,907		0%	3,104			
LVN JOC TO#30 RENOVATE FUNSTON HALL (+LV30)	OMA	JOC	354,478		0%	1,127			
LVN JOC TO 38 CHAPEL/THEATER/MAINT REN (+LV38)	OMA	JOC	89,517		0%	395			
LVN JOC TO 32 RENOVATE STOTSENBERG & RUCHER H	OMA	JOC	449,093		0%	394			
RIL, Renov Bldg 227, (+9473)	OMA	FFP	0			892			
LVN CONTR JOC 970014 TO#34 RPR (+LV34)	OMA	JOC	242,147		0%	1,083			
WAFB, IWTP JOC960019 TO#0001 (+WW01)	OMA	JOC	260,102		0%	2,472			
LVN JOC TO 44 DEMO TENNIS CT (+LV44)	OMA	JOC	80,701		0%	1,118			
Norfolk									
MONROE 00-0038 FITNESS CENTER/YMCA (+0038)	OMA	FFP	7,159,309	4,330,573	60%	567,198	13.1%	48,770	1.1%
EUSTIS 99-D-0045 (+D457)	OMA	IDIQ/DO	3,462,955	3,367,360	97%	207,350	6.2%	3,489	0.1%
EUSTIS 99-0076 LANDSHIP (+9076)	OMA	FFP	5,931,148	3,190,794	54%	251,201	7.9%	37,027	1.2%
EUSTIS 01-0072 (+1072)	OMA	FFP	2,783,344	2,502,339	90%	154,042	6.2%		
Dredging Fuel Pier Channel (+1068)	OMA	FFP	1,888,098	1,838,926	97%	45,992	2.5%		
LEE 00-0023 BARRACKS 3701 (+0023)	OMA	FFP	1,615,174	1,615,174	100%	163,853	10.1%		
DSCR 00-0043 RPR 33 I BAY CAFETERIA (+0043)	DBOF	SBN	1,421,713	1,421,713	100%	76,693	5.4%	13,006	0.9%
EUSTIS 00-0046 STORM SEWER REPAIRS (+0046)	OMA	SBN	1,351,447	1,348,609	100%	102,611	7.6%		
DSCR 00-0042 ODS PROJECT MECH (+0042)	OMDA	FFP	1,378,052	1,279,549	93%	103,803	8.1%	10,762	0.8%
MONROE 00-0030 QUARTERS 119 (+0030)	OMAFH	FFP	1,334,623	1,206,159	90%	166,536	13.8%	8,170	0.7%
LEE 01-0070 (+1070)	OMA	FFP	2,622,176	1,135,663	43%	188,367	16.6%		
LANGLEY 99-0055 POL DIKES, BASINS (+9055)	DBOF	FFP	3,354,923	1,102,001	33%	41,710	3.8%		
LANGLEY 99-0052 RPR BLDG 801 (+9052)	OMAF	FFP	4,258,183	1,062,120	25%	146,439	13.8%	1,061	0.1%
NGIC Force Protection (+2028)	OMA	SBN	1,312,546	1,026,186	78%	58,265	5.7%		
DSCR 01-0073 (+1073)	DBOF	FFP	1,701,819	959,331	56%	66,095	6.9%		
DSCR 97-D-0134 FIRE ALARM SYSTEM (+D134)	DBOF	IDIQ/DO	882,736	882,736	100%	30,766	3.5%		
LANGLEY 97-D-0052 (+7D52)	OMAF	IDIQ/DO	888,159	867,616	98%	61,746	7.1%		
DSCR 99-D-0045 (+D454)	DBOF	IDIQ/DO	787,032	773,032	98%	26,265	3.4%		
EUSTIS 00-0039 SHORELINE PROTECTION (+0039)	OMA	SBN	701,168	701,168	100%	33,830	4.8%	12,871	1.8%
DSCR 00-D-0047 (+D471)	DBOF	IDIQ/DO	691,798	691,798	100%	21,863	3.2%		
LEE 01-D-0020 (+1D20)	FHMA	IDIQ/DO	672,909	624,183	93%	117,627	18.8%		
LANGLEY 98-D-0045 COMMISSARY ROOF #10 (+D45A)	DBOF	IDIQ/DO	521,453	516,352	99%	53,001	10.3%		
DSCR 99-D-0045 (+D453)	DBOF	IDIQ/DO	2,452,160	506,904	21%	18,570	3.7%		
DSCR 01-0069 (+1069)	DBOF	FFP	681,718	493,970	72%	80,642	16.3%		

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OMA									
Norfolk									
DSCR 00-0048 CLERESTORY WINDOWS (+0048)	DBOF	SBN	382,317	382,317	100%	35,271	9.2%		
DSCR 99-0060 STORM WATER INSPECTION (+9060)	DBOF	FFP	605,100	323,522	53%	6,157	1.9%		
LANGLEY 00-0045 SAILING CENTER SHORELINE (+0045)	OMAF	FFP	318,259	318,259	100%	26,400	8.3%		
EUSTIS 00-0049 WARWICK PIER (+0049)	OMA	FFP	284,594	284,594	100%	18,521	6.5%		
DSCR 00-0040 UPGRADE COMMUNITY CTR (+0040)	DBOF	SBN	276,051	276,051	100%	46,165	16.7%	1,988	0.7%
DSCR 01-D-0018 (+1D18)	DBOF	IDIQ/DO	262,649	191,302	73%	65,231	34.1%		
STORY 98-D-0055 SAND REPLENISHMENT #13 (+D55S)	OMA	IDIQ/DO	177,718	177,718	100%	3,931	2.2%		
EUSTIS 99-D-0039 (+D394)	OMA	IDIQ/DO	175,242	175,242	100%	11,652	6.6%		
MONROE 97-D-0096 RPR PORCHES QTRS 1 #22 (+D96C)	OMA	IDIQ/DO	140,331	140,331	100%	12,279	8.7%		
DSCR 99-D-0045 (+D455)	DBOF	IDIQ/DO	644,159	113,213	18%	4,206	3.7%		
LANGLEY 00-D-0047 COMMISSARY ROOM ADDN (+D472)	OMDA	IDIQ/DO	106,257	106,257	100%	1,165	1.1%		
EUSTIS 99-0077 STORM SEWER REPAIRS (+9077)	OMA	FFP	811,122	105,530	13%	943	0.9%		
EUSTIS 98-D-0055 METAL BUILDING #9 (+D559)	OMA	IDIQ/DO	96,823	96,823	100%	12,414	12.8%		
DSCR 95-D-0044 PVMT/OVERLAY IMPRVMNTS (+D044)	DBOF	IDIQ/DO	335,931	80,405	24%	9,263	11.5%		
EUSTIS 00-P-0034 OUTDOOR REC LIFT STATION (+P034)	OMA	FFP	75,565	75,565	100%	8,268	10.9%		
EUSTIS 96-D-0044 UST REMOVAL DO#54 (+D44A)	OMA	IDIQ/DO	75,118	75,118	100%	3,516	4.7%		
STORY 96-D-0044 UST REMOVAL DO #55 (+D44S)	OMA	IDIQ/DO	75,118	75,118	100%	530	0.7%		
Schooley Hall (+D364)	OMAR	IDIQ/DO	38,841	38,841	100%	6,960	17.9%		
EUSTIS 97-D-0096 LIGHTNING PROTECTION (+D96B)	OMA	IDIQ/DO	82,232	28,183	34%	6,273	22.3%		
EUSTIS 99-D-0039 (+D393)	OMA	IDIQ/DO	34,872	19,210	55%	0	0.0%		
DSCR 97-D-0096 33 F BAY #18 (+D96A)	DBOF	IDIQ/DO	150,367	14,578	10%	375	2.6%		
DSCR 99-D-0039 (+D392)	DBOF	IDIQ/DO	149,856	11,213	7%	0	0.0%		
DSCR 98-0081 RENOVATE BLDG 32 (+8081)	DBOF	FFP	3,814,959	2,419	0%	1,295	53.5%		
DSCR 99-D-0039 RESTROOMS #2 (+D123)	DBOF	IDIQ/DO	215,560		0%	0			
DSCR 00-D-0047 UPS INSTALLATION (+D199)	DBOF	IDIQ/DO	691,798		0%	0			
EUSTIS 99-D-0045 NCO ACADEMY #7 (+D186)	OMA	IDIQ/DO	3,462,955		0%	0			
DSCR 99-D-0045 RENOVATE BLDG 66 B #5 (+D184)	DBOF	IDIQ/DO	644,159		0%	0			
DSCR 99-D-0045 ROOF & GUTTER REPAIRS #4 (+D183)	DBOF	IDIQ/DO	838,296		0%	0			
DSCR 99-D-0045 RPL WINDOWS/PAINT EXT #3 (+D182)	DBOF	IDIQ/DO	2,386,376		0%	0			
EUSTIS 99-D-0039 D.O. #3 (+D124)	OMA	IDIQ/DO	18,477		0%	0			
EUSTIS 98-D-0055 METAL BLDG #9 (+D287)	OMA	IDIQ/DO	81,325		0%	0			
DSCR 99-0040 RPL BOILER BURNERS (+9040)	DBOF	SBN	362,900		0%	1,172			
LANGLEY 97-0109 BLDG 596 (+7109)	OMAF	FFP	492,631		0%	483			
LANGLEY 97-0069 POL/TANK FARM (+7069)	OMAF	FFP	2,145,899		0%	29,425			
MISC UST, 96-0070 (+6070)	DBOF	IDIQ/DO	544,102		0%	0			
DSCR 95-0083 OU-9 (+5083)	DBOF	FFP	535,000		0%	0			

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OMA									
Norfolk									
LANGLEY 97-D-0125 OWS (+D125)	OMAF	IDIQ/DO	232,019		0%	0			
LANGLEY 00-D-0047 COMMISSARY ROOM ADDN (+D200)	OMDA	IDIQ/DO	0			0			
Omaha									
OPAF (ALL OPAF OPTIONS) - SPACECOM HQ, PETERS (+7H7G)	OPAF	DB	5,438,472	4,579,477	84%	76,237	1.7%		
OMAF (ALL OMAF OPTIONS) - SPACECOM HQ, PETERS (+4NG2)	OMAF	DB	5,475,791	3,135,912	57%	135,536	4.3%		
OMAF START - MINUTEMAN DISMANTLEMENT (OPT 2), (+C251)	OMAF	FFP	3,240,115	2,990,186	92%	53,354	1.8%		
OMA (ALL OMA OPTIONS) - SPACECOM HQ, PETERSON (+4N85)	OMA	DB	2,995,429	2,879,556	96%	109,337	3.8%		
DACA67-00-D-0202 DO DK03 (+DJLC)	OMAF	IDIQ/DO	2,738,655	2,703,655	99%	109,265	4.0%	52,674	1.9%
OMA COMPLI - LF 6, FORT CARSON *SAPS (+4KBQ)	OMA	CR	2,582,361	2,551,406	99%	67,878	2.7%		
OMAF COMPLI - LF 6, FORT CARSON *SAPS (+3VQ3)	OMAF	CR	2,736,392	2,221,502	81%	40,707	1.8%		
OMAR (FURNITURE) - ARRTC II, FORT MCCOY *SAPS (+2CLT)	OMAR	FFP	1,385,144	1,309,209	95%	2,269	0.2%		
OMA - BLDG 46 STABILIZATION, FORT DES MOINES (+H300)	OMA	FFP	1,162,208	1,155,280	99%	60,373	5.2%	41,090	3.6%
OMAF - MCS FACILITY COOLING POWER REP, BUCKLE (+G243)	OMAF	IDIQ/DO	1,137,415	1,135,600	100%	67,431	5.9%		
OMAR (K) - MAINT/REPAIR USARC, BILLINGS (+LD7G)	OMAR	FFP	1,094,949	1,094,949	100%	111,445	10.2%		
OMAF ENVIR - MINUTEMAN DISMANTLEMENT (OPT 2), (+D840)	OMAF	FFP	1,035,497	1,035,497	100%	37,721	3.6%		
DACA-45-01-D-0006 DO 2 (+0816)	OMAF	IDIQ/DO	912,576	903,900	99%	62,540	6.9%		
OMAR - K-MAINT/RPR, HASTINGS USARC *SAPS (+J295)	OMAR	FFP	892,569	892,569	100%	46,574	5.2%	1,083	0.1%
DACA45-01-C-0010 (+80L8)	OMA	FFP	1,309,746	817,668	62%	121,700	14.9%		
OMAF COMPLI - SEWER LINE REHAB/UST REMOVAL, E (+4MM8)	OMAF	CR	789,210	748,097	95%	18,199	2.4%		
AFFH0M - UPGRADE HOLLY HOUSING, GRAND FORKS A	AFFHOM	FFP	1,945,680	606,076	31%	74,033	12.2%		
DHP - DDC AT HOSPITAL CONTROLS SYS, ELLSWORTH	DHP	IDIQ/DO	587,389	587,389	100%	50,394	8.6%		
O&M COMPL - TERC SEWER LINE/OUS, ELLSWORTH AF	OMAF	CR	546,916	543,410	99%	24,604	4.5%		
OMAR - ECS #42 WASH RACK/RENOV, FORT CARSON * (+BJBK)	OMAR	IDIQ/DO	504,847	504,847	100%	10,171	2.0%		
OMAF - CORRECT POWER SYSTEM GROUND, SCHRIEVER	OMAF	IDIQ/DO	488,573	456,278	93%	21,640	4.7%		
DACA45-01-D-0006 DO 3 (+5HBG)	OMA	IDIQ/DO	497,131	456,060	92%	29,160	6.4%		
OMA - REMOVAL OF HAZ MAT'LS BLG 4, FORT DES M (+28D3)	OMA	IDIQ/DO	447,665	447,665	100%	898	0.2%		
O&M START - MINUTEMAN DISMANTLEMENT (OPT 1), (+4D3C)	OMAF	FFP	2,987,071	443,673	15%	69,965	15.8%		
OMAF - HAZMAT (DOWNSCOPED), SCHRIEVER AFB *SA (+4LTL)	OMAF	IDIQ/DO	421,204	413,485	98%	57,930	14.0%		
OMAF COMPL - RUBBLE/LF/REPL SEWER LINE/USTS/S (+378J)	OMAF	CR	1,024,001	389,470	38%	5,223	1.3%		
DACA45-01-C-0005 (+C19J)	OMAR	FFP	380,000	380,000	100%	43,222	11.4%		
RDT&E - VESTIBULES FOR BLDG 700, SCHRIEVER AF (+9CCD)	RDTE	IDIQ/DO	389,195	375,165	96%	18,085	4.8%		
OMAF - MAKE-UP WATER/COOLING TOWER, BUCKLEY *	OMAF	IDIQ/DO	371,831	368,091	99%	50,313	13.7%		
DACA45-01-C-0011 (+C20B)	OMAFR	FFP	373,728	351,304	94%	24,467	7.0%		
OMAF - ANTENNA POWER CONNECTION, BUCKLEY *SAP	OMAF	IDIQ/DO	437,167	350,626	80%	40,285	11.5%		
RDT&E - A/V SYSTEMS, OFC EQUIP, BUCKLEY *SAPS (+4N1F)	RDTE	IDIQ/DO	360,475	326,496	91%	17,081	5.2%		
O&M COMPL - TERC RCRA CORRECTIVE ACTION, ELLS	OMAF	CR	440,769	323,166	73%	7,444	2.3%		

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OMA									
Omaha									
DACA45-01-C-0009 (+JG9D)	OMAR	FFP	321,766	321,266	100%	50,367	15.7%	1,066	0.3%
OMAF - FLIGHT SIMULATOR ROOF REPAIR, GRAND FO (+B083)	OMAF	IDIQ/DO	320,133	320,133	100%	49,151	15.4%	308	0.1%
OMAF - BATHROOM UPGRADE, ELLSWORTH AFB, SD *S	OMAF	IDIQ/DO	303,205	303,205	100%	24,787	8.2%		
DACW45-94-D-0001 DO 49 (+738L)	OMA	IDIQ/DO	1,156,620	287,947	25%	7,170	2.5%		
OMAR - L-MINOR CONST, HASTINGS USARC *SAPS (+9F66)	OMAR	FFP	270,449	270,449	100%	20,118	7.4%	542	0.2%
OMAR (L) - MINOR CONST USARC, BILLINGS, MT *S (+1GJ9)	OMAR	FFP	268,922	268,922	100%	51,161	19.0%		
OMAF - REPAIR EXHAUST VENT. SYS, ELLSWORTH AF (+002L)	OMAF	IDIQ/DO	252,119	223,786	89%	8,374	3.7%		
OMAF - TROOP SUPPORT FAC LANDSCAPING, BUCKLEY	OMAF	IDIQ/DO	469,557	214,980	46%	10,435	4.9%		
DBOF - KC-135 APRON - VALVE REPL, GFAFB *SAPS (+4KXL)	DBOF	FFP	203,699	203,699	100%	5,280	2.6%		
DBOF - POL PUMPHOUSE/VALVE EXT, EAFB *SAPS (+43Q4)	DBOF	FFP	1,816,745	192,638	11%	97,713	50.7%		
OMAR - REPLACE HVAC SYSTEM, FREMONT USARC *S (+1K2L)	OMAR	FFP	233,578	191,394	82%	46,254	24.2%		
OMAR - REPAIR PARKING, USARC DENVER *SAPS (+KC87)	OMAR	IDIQ/DO	176,988	176,988	100%	13,868	7.8%		
OMA COMPLI - BLDG DEMO/HI PARDNER/DECON, PUEB	OMA	CR	542,422	162,479	30%	6,519	4.0%		
OMAF - TACAN SPT BLDG, ELLSWORTH AFB SD *SAPS (+BGK8)	OMAF	IDIQ/DO	160,960	160,960	100%	9,737	6.0%		
OMAR - MODULAR BLDGS BUTTS FIELD, FORT CARSON	OMAR	IDIQ/DO	159,317	159,317	100%	11,326	7.1%		
DACA45-99-D-0009 DO 24 (+5HB5)	RDTE	IDIQ/DO	159,518	149,587	94%	12,850	8.6%		
OMAF - AD HOC SBIRS, BUCKLEY AFB, CO *SAPS (+D85C)	OMAF	IDIQ/DO	1,667,993	149,217	9%	53,384	35.8%		
OMA - WWTP UPGRADE, FORT CARSON *SAPS (+3Q8K)	OMA	IDIQ/DO	547,431	126,036	23%	7,166	5.7%		
DBOF - SECURITY FENCE PH II DFAS, LOWRY AFB * (+8CK7)	DBOF	FFP	119,301	116,958	98%	36,306	31.0%		
OMA - REPAIR UST BLDG 9606, FORT CARSON *SAPS (+0468)	OMA	IDIQ/DO	114,262	113,126	99%	5,028	4.4%		
CAMD - FIRE SUPPRESS. SYS, PUEBLO *SAPS (+17B4)	OMA	IDIQ/DO	112,959	112,959	100%	19,669	17.4%		
O&M START - MINUTEMAN DISMANTLEMENT (BASIC), (+37Q7)	OMAF	FFP	3,376,640	112,172	3%	17,650	15.7%		
OMAR - REPAIR ROOF, USARC DENVER *SAPS (+3G0C)	OMAR	IDIQ/DO	90,483	90,483	100%	17,852	19.7%		
FAM HSG O&M - REMOVE USTS, CALUMET AFS *SAPS (+1W4V)	OMAFH	CR	198,649	90,434	46%	7,059	7.8%		
OMAF - SECONDARY CONTAINMENT, FORT CARSON *SA	OMAF	IDIQ/DO	76,570	76,570	100%	16,575	21.6%		
O&M COMPLI - MINUTEMAN DISMANTLEMENT (OPT 1), (+4HSQ)	OMAF	FFP	1,350,109	76,505	6%	91,629	119.8%		
DBOF - POWERHOUSE 3 FIBER GASKETS, ELLSWORTH	DBOF	IDIQ/DO	143,602	71,801	50%	9,451	13.2%		
O&M COMPLI - MINUTEMAN DISMANTLEMENT (BASIC), (+24KK)	OMAF	FFP	1,026,138	68,356	7%	24,510	35.9%		
OMAF - UPGRADE DRAINAGE, ELLSWORTH AFB *SAPS (+3MGF)	OMAF	IDIQ/DO	669,272	60,625	9%	2,628	4.3%		
DBOF - POWERHOUSE 1 FIBER GASKETS, ELLSWORTH	DBOF	IDIQ/DO	57,825	57,825	100%	7,315	12.7%		
DBOF - POWERHOUSE 2 FIBER GASKETS, ELLSWORTH	DBOF	IDIQ/DO	111,668	55,834	50%	10,383	18.6%		
O&M COMPL - TERC LF #6 SEWER LINE REPLACEMENT	OMA	CR	62,929	49,437	79%	1,002	2.0%		
DACA45-02-D-0001 DO 1 (+G018)	DBOF	IDIQ/DO	592,529	47,409	8%	73,394	154.8%		
OMA - AIR CONDITION BLDG 1130, FORT CARSON *S (+3V5Q)	OMA	IDIQ/DO	189,342	38,211	20%	5,501	14.4%		
VAV BOXES/DDC (+D240)	DHP	IDIQ/DO	28,633	28,633	100%	1,171	4.1%		
OMAF - ROAD UPGRADE-STEAMBOAT, BUCKLEY ANGB C	OMAF	IDIQ/DO	27,000	27,000	100%	1,505	5.6%		

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OMA									
Omaha									
DBOF - LCP 7&8, REPIPING/INSTALL VALVES, ELLS (+KG27)	DBOF	IDIQ/DO	26,084	26,084	100%	3,273	12.5%		
OMAR - ADAL OMS/ECS FACILITY, FORT CARSON *SA (+F224)	OMAR	FFP	22,274	22,274	100%	53,643	240.8%		
OMA - REPLACE SCREW PUMPS, FORT CARSON *SAPS (+2KTJ)	OMA	IDIQ/DO	331,254	20,285	6%	1,335	6.6%		
OMAF - REVISE INTERIOR FINISHES, BUCKLEY *SAP (+3T70)	OMAF	IDIQ/DO	193,006	20,120	10%	4,560	22.7%		
FHMA - GROUND ELEC SERVICE, FORT CARSON *SAPS	OMAFH	IDIQ/DO	18,662	18,662	100%	962	5.2%		
DACA45-99-D-0014 DO 15 (+F2L5)	OMAF	IDIQ/DO	17,121	17,121	100%	953	5.6%		
OMAF - INSTALL EXHAUST FANS, ELLSWORTH AFB, S (+HD84)	OMAF	IDIQ/DO	14,693	14,693	100%	5,781	39.3%		
OMAF - ARCHITECTURAL REV BLDG 301, SAFB *SAPS (+836C)	OMAF	IDIQ/DO	12,726	12,726	100%	1,939	15.2%		
OMAR/O&M COMPL - STP DEMO/LF 5/EQ'L'Z'N BASIN (+22F9)	OMAR	CR	305,154	8,601	3%	4,385	51.0%		
OMA - ADD CANOPY-VIEWING STAND, FORT CARSON * (+4HGL)	OMA	IDIQ/DO	263,092	7,899	3%	869	11.0%		
OMAF - SHAPE DRAINAGE/INSTALL DRAINS, BUCKLEY (+3T71)	OMAF	IDIQ/DO	663,002	7,000	1%	5,263	75.2%		
OMAF - BUCKNET LAN REV/ADD PHONES, BUCKLEY *S (+3T6B)	OMAF	IDIQ/DO	274,002	3,227	1%	1,870	58.0%		
OMAF - REPLACEMENT WINDOWS, ELLSWORTH AFB *SA	OMAF	IDIQ/DO	2,729	2,729	100%	0	0.0%		
OMAF - ROOF REPAIR PHASE II, ELLSWORTH AFB *S (+4NHV)	OMAF	IDIQ/DO	88,654	2,449	3%	175	7.1%		
OMA - AQUATIC EDUCATION CTR, FORT CARSON *SAP (+3J84)	OMA	IDIQ/DO	32,227	1,991	6%	493	24.8%		
OMAF - SBIRS WORK STATION REVISIONS, BUCKLEY (+3B07)	OMAF	IDIQ/DO	405,308	1,078	0%	7,549	700.3%		
OPA - PROVIDE/INSTALL POWER CONDITIONER CCTT, (+4C2D)	OPA	IDIQ/DO	327,597	1,012	0%	1,965	194.2%		
OMA COMPLI 0390 - EROSION/SEDIMENT CTRL, PUEB (+3ZD6)	OMA	CR	733	0	0%	3,396			
FHA - SEWER LATERAL REPL, FORT CARSON *SAPS (+3NWK)	OMAFH	IDIQ/DO	14,614	-523	-4%	0	0.0%		
OMA - ENVIRON. REMED., CALUMET AFS *SAPS (+1V33)	OMA	CR	410,645	-80,395	-20%	6,395	-8.0%		
RDT&E - GM-3 SECURITY SYS. UPGRADE, SCHRIEVER (+CFD5)	RDTE	IDIQ/DO	1		0%	2,418			
ENV COMPLIANCE - LF 6, FORT CARSON *SAPS (+97D1)	OMA	CR	1,122,000		0%	0			
OMA AIF - ASBESTOS REMOVAL 547, PUEBLO *SAPS (+7817)	DBOF	FFP	817,830		0%	560			
OMA - PROV TELEPHONE LINES/BLDG 1860, FORT CA (+7638)	OMA	IDIQ/DO	26,288		0%	56			
OMAR (EQUIP) - 150 MEMBER USARC, BUFFALO, MN (+1XFT)	OMAR	FFP	238,557		0%	0			
O&M - REPAIR/MAINTAIN RUNWAY, GFAFB *SAPS (+3XHG)	OMAF	FFP	9,326,667		0%	4,887			
DBOF - DFAS REGIONAL FIN CTR (OPTIONS), OFFUT (+1XLN)	DBOF	FFP	1,316,500		0%	244			
OMAF - REPAIR ROOF/UTIL/INTERIOR, ELLSWORTH A (+4M7T)	OMAF	IDIQ/DO	128,890		0%	0			
OPA - POWER CONDITIONER UNIT, CCTT, FORT CARS (+3ZKQ)	OPA	FFP	6,904,861		0%	3,645			
OMAFR - REPL ENG SHOP LGHTS, GEN BILLY MITCHE (+4672)	OMAFR	FFP	0			668			
OMA - SOAD AND IRRIG SYS, FORT CARSON *SAPS (+3T9S)	OMA	IDIQ/DO	88,757		0%	925			
OMA COMPL - CLOSURE LF 1/INDUS SEWER SYS, FOR (+3J85)	OMA	IDIQ/DO	30,422		0%	3,489			
OMAF - SBIRS WAREHOUSE, BUCKLEY *SAPS (+3FGP)	OMAF	IDIQ/DO	452,493		0%	999			
O&M - OPTIONS TO ADAL KC-135 FL SIM, GFAFB *S (+2QQM)	OMAF	FFP	631,806		0%	3,549			
OMAF - CLEAN/REPAINT WIGGLE WALLS, USAFA *SAP (+3P8B)	OMAF	IDIQ/DO	19,514		0%	0			
OMA - UPGD INDUSTRIAL SEWER, FORT CARSON *SAP (+3FLS)	OMA	IDIQ/DO	7,812		0%	204			

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OMA									
Omaha									
OMAF - SBIRS ROAD/SIDEWALK/12 DUCT, BUCKLEY * (+37D3)	OMAF	IDIQ/DO	198,895		0%	845			
UPGRADE ABOVE GRD STORAGE TANKS, FORT CARSON	OMA	IDIQ/DO	227,315		0%	174			
OMAF - KC-135 SQUAD OPS, GFAFB *SAPS (+274K)	OMAF	FFP	283,135		0%	855			
DBOF - ALL WORK THIS D.O., PUEBLO *SAPS (+3K6P)	DBOF	CR	298,625		0%	0			
O&M - OPTIONS TO CONVERT BARRACKS, FORT CARSO	OMA	FFP	154,366		0%	387			
O&M - OPTION TO ADAL DORMS PH V, PETERSON *SA (+27KX)	OMAF	FFP	93,631		0%	142			
Seattle									
99D1018/0012 (+1812)	OMA	IDIQ/DO	3,657,570	3,064,920	84%	122,342	4.0%		
00C0230 REP FUEL SYS MAINT DOCK, FAIRCHILD (+0230)	OMAF	FFP	2,216,271	2,088,063	94%	246,322	11.8%		
00D0203, RENOVATE HANGAR 4 LEAN-TO, MCCHORD (+D203)	OMAF	FFP	1,587,685	1,587,685	100%	119,230	7.5%		
99D1018/7 TANK TRAIL UPGRADE (+98X7)	OMA	IDIQ/DO	1,227,892	1,227,892	100%	31,479	2.6%		
98D1024/6 DEMO WOOD BLDGS PHh V, FT LEWIS (+84X6)	OMA	IDIQ/DO	1,225,552	1,207,652	99%	54,274	4.5%		
00C0216 REPLACE PIT COVERS, MANCHESTER (+0216)	OMN	FFP	923,253	923,253	100%	71,379	7.7%		
97D1002/93 UPGRADE LUGENBEEL USARC (+7093)	OMAR	JOC	946,089	844,577	89%	40,281	4.8%	122	0.0%
97D1002/106 REN BARRACKS 3400 BLOCK, FT LEWIS (+7106)	OMA	JOC	751,538	751,538	100%	58,524	7.8%		
97D1002/0125 (+7125)	OMA	JOC	716,397	716,397	100%	19,117	2.7%		
97D1002/0124 (+7124)	OMA	JOC	705,353	705,353	100%	10,692	1.5%		
97D1002/0113 (+7113)	OMA	JOC	704,178	704,178	100%	23,842	3.4%		
98D1014/3 UNDERGROUND HEATING DIST SYS, FT LE (+84X3)	OMA	IDIQ/DO	1,928,532	700,498	36%	52,255	7.5%		
97D1002/0128 (+7128)	OMA	JOC	692,769	692,769	100%	21,840	3.2%		
01D1003/0001 O&M S&A, REROOF BLDG 26 @ MISSOU (+1131)	OMAR	IDIQ/DO	616,081	616,081	100%	27,088	4.4%	4,175	0.7%
99D1018/1 ELECT SYS, RPL DIST SYS 613601, DPW (+PW01)	OMA	IDIQ/DO	606,000	606,000	100%	21,196	3.5%	1,459,385	240.8%
98D1026/16 RPL FILL & TRUCK MAT'L EQUIP, MANC (+8016)	OMN	IDIQ/DO	551,867	551,867	100%	9,374	1.7%		
97-D-1002/2230 (+7118)	OMA	JOC	664,343	545,886	82%	11,944	2.2%		
97D1002/0115 (+7115)	OMA	JOC	689,879	526,793	76%	15,367	2.9%		
97D1002/75 FIRE HYDRANT & VALVE REPLACEMENT, (+7075)	OMA	JOC	494,618	494,618	100%	37,538	7.6%		
1018007 S&A MAINT TANK UPGR@YTC,99D1018/0007 (+0187)	OMA	IDIQ/DO	454,300	454,300	100%	9,236	2.0%		
97D1002/110 EXT UPGRADE HARVEY HALL (+7110)	OMAR	JOC	430,381	430,381	100%	41,705	9.7%		
01D2008/0002 (+18X2)	OMA	IDIQ/DO	620,858	399,856	64%	27,641	6.9%		
99D1018/6 RELINE SEWERS LOG CTR, DPW (+98X6)	OMA	IDIQ/DO	383,000	383,000	100%	9,787	2.6%		
97D1002/0156 (+7156)	OMAR	JOC	463,169	373,194	81%	11,078	3.0%		
98D1013/4 S&A FOR 98D1013/4 - STOP GAP REPAIR (+83X4)	OMA	IDIQ/DO	13,000,989	355,482	3%	9,651	2.7%		
01C0211 (+1211)	OMA	FFP	354,800	354,800	100%	51,953	14.6%		
00D2008/2 UTILITY IMPROVEMENTS ST MARTIN DE P (+08X2)	OMAR	IDIQ/DO	351,058	351,058	100%	36,268	10.3%		
97D1002/95 RPR NCO BLDGS 3114,5,6 (+7095)	OMA	JOC	346,583	346,583	100%	10,999	3.2%		
97D1002/0129 (+7129)	OMA	JOC	424,862	339,925	80%	48,917	14.4%		

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OMA									
Seattle									
99D1017/3 SPILL CONTAINMENT PH IV, DPW (+97X3)	OMA	IDIQ/DO	1,423,610	333,711	23%	7,509	2.3%		
97D1002/2109 REPL AHU AND EF BLDG 3757, DPW (+2109)	OMA	JOC	316,752	316,752	100%	8,362	2.6%		
00D1003/4 INSTALL DRY SPRINKLERS BLDG 12, MAN (+03X4)	OMN	IDIQ/DO	314,980	314,980	100%	17,067	5.4%	24	0.0%
97D1002/2127 UPGRADE HVAC BLDG 2003, DPW (+2127)	OMA	JOC	308,213	308,213	100%	4,228	1.4%		
00D2008 (+0020)	OMA	FFP	295,135	295,135	100%	17,978	6.1%		
97D1014/3 DEMO PHV (+74X3)	OMA	IDIQ/DO	3,099,272	280,200	9%	9,475	3.4%		
97D1002/94 REN BATHROOMS LUGENBEEL USARC (+7094)	OMAR	JOC	299,853	275,559	92%	12,173	4.4%		
97-D-1002/0121 (+7122)	OMA	JOC	661,727	255,051	39%	6,820	2.7%		
00C0212 REPLACE PUMPS & VALVES, MT HOME (+0212)	OMAF	FFP	691,381	234,887	34%	21,265	9.1%		
97C0064 REPLACE BERM LINERS, MANCHESTER (+7064)	OMAF	FFP	2,418,923	230,748	10%	30,797	13.3%	8,208	3.6%
00D2008/00 (+0022)	OMN	IDIQ/DO	314,429	227,279	72%	9,810	4.3%		
00D1003 S&A RPL BLDG 1 ROOF (+1003)	OMA	FFP	212,680	212,680	100%	10,410	4.9%		
00D1039 S&A PAINT BLDGS AT MANCHESTER, 00D003 (+0039)	OMA	FFP	207,245	207,245	100%	6,597	3.2%		
97D1002/103 PROVIDE AIR CONDITIONING MANN HAL (+7103)	OMAR	JOC	190,989	190,989	100%	14,490	7.6%		
97D1002/92 RPR PARKWAY ELEM SCHOOL, FT LEWIS (+7092)	OMA	JOC	738,657	186,338	25%	9,117	4.9%		
97D1002/72 RPL ROOF KANDLE HALL (+7072)	OMAR	JOC	342,305	175,997	51%	16,897	9.6%		
97D1002/102 REM/RPL ROOFS RELOCATE PUMP, FT L (+7102)	OMA	JOC	171,336	171,336	100%	30,961	18.1%		
97D1002/2115 REPL HVAC BLDG 2400, DPW (+2115)	OMA	JOC	168,236	168,236	100%	3,359	2.0%		
97D1002/0112, RENOVATE MANN HALL BASEMENT (+7112)	OMAR	JOC	166,849	166,849	100%	13,053	7.8%		
97D1002/2106 RPR BLDGS 2008 & 1162, DPW (+2106)	OMA	JOC	289,519	166,289	57%	3,195	1.9%		
97D1002/105 RPL DRILL HALL WINDOWS (+7105)	OMAR	JOC	158,051	158,051	100%	35,249	22.3%		
00C0237 CLEAN/EPOXY BLDG 3422, FT LEWIS DPW (+0237)	OMA	FFP	152,526	152,526	100%	9,840	6.5%		
00D0007 S&A REHAB WATER TANK & PUMP, YAKIMA, (+0007)	OMA	FFP	147,741	147,741	100%	12,164	8.2%		
98D1014/2 SELAH GABION (+84X2)	OMA	IDIQ/DO	694,450	145,500	21%	36,545	25.1%		
97D1002/0162 (+7162)	OMA	JOC	139,852	139,852	100%	6,084	4.4%		
00D2008/7 HEATING UPGRADE HARVEY HALL (+08X7)	OMAR	IDIQ/DO	136,142	136,142	100%	8,323	6.1%		
97-D-1002/2204 (+2204)	OMAR	JOC	135,057	135,057	100%	4,693	3.5%		
97-D-1002/0119 (+2225)	OMA	JOC	700,657	126,557	18%	11,455	9.1%		
978D1002/0140 (+7140)	OMA	JOC	124,461	124,461	100%	3,954	3.2%		
02D1005/0002 (+2222)	OMA	IDIQ/DO	138,695	114,168	82%	10,419	9.1%		
00D2008 S&A VALVE/GATE INSTALL AT OILY WATER (+2813)	OMA	FFP	107,810	107,810	100%	5,143	4.8%		
97D1002/2120 REN 9500 & 9630A,DPW (+2120)	OMA	JOC	350,769	104,438	30%	5,167	4.9%		
97D1002/84 UPGRADE HEATING SEARS (+7084)	OMAR	JOC	162,863	100,000	61%	6,048	6.0%		
97D1002/0153 (+7153)	OMAR	JOC	96,064	96,064	100%	19,877	20.7%		
02D1005/0006 (+2006)	OMA	IDIQ/DO	182,340	95,190	52%	951	1.0%		
02D1005/0007 (+2007)	OMA	IDIQ/DO	310,800	95,190	31%	224	0.2%		

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OMA									
Seattle									
97D1002/104 RENOVATE WEST WING BLDG 987 (+7104)	OMA	JOC	99,135	92,363	93%	18,731	20.3%		
97D1002/0148 (+7148)	OMAR	JOC	107,778	91,172	85%	9,066	9.9%		
97D1002/101 RPL FLOOR TILE RENTON USARC (+7101)	OMAR	JOC	87,586	87,586	100%	16,863	19.3%		
99D1018/5 SEWERLINES RPR (+98X5)	OMA	IDIQ/DO	98,892	85,435	86%	9,430	11.0%		
00D2008/6 SIDEWALK SPRINKLER & TRNG AREA, FT (+08X6)	OMA	IDIQ/DO	83,762	83,762	100%	7,624	9.1%	2,239	2.7%
98D1015/4 UPLAND DRAINAGE (+85X4)	OMA	IDIQ/DO	242,400	83,303	34%	2,008	2.4%		
97D1002/90 REN INTERIOR FINISH WALKER USARC (+7090)	OMAR	JOC	139,619	81,683	59%	13,268	16.2%		
97-D-1002/0118 (+2230)	OMA	JOC	0	79,126		7,072	8.9%		
97D1002/160 (+2002)	OMA	JOC	78,308	78,308	100%	4,381	5.6%		
00D0006 S&A LANDSCAPE IMPROVEMENT-KANDLE USA	OMAR	FFP	76,948	76,948	100%	11,199	14.6%		
99C0040 EXT COATINGS/FUEL PIPELINES, MANCHEST (+9040)	OMN	FFP	1,800,615	72,548	4%	10,855	15.0%		
98D1025/2 DEMO BLDG E0106 (+85X2)	OMA	IDIQ/DO	3,293,634	69,665	2%	53	0.1%		
97D1002/114 S&A REMODEL RECRUITING OFFICES, (+7114)	OMAR	JOC	66,252	66,252	100%	10,882	16.4%		
00D2008/5 ELECTRICAL SVC PIER 23 (+08X5)	OMN	IDIQ/DO	65,441	65,441	100%	9,399	14.4%		
97D1002/100 RPR OMS PARKING LOT USARC (+7100)	OMAR	JOC	57,603	57,603	100%	1,253	2.2%		
00D2014/2 COVER TO WWTP STG TANK, MT HOME (+04X2)	OMAF	IDIQ/DO	57,401	57,401	100%	10,238	17.8%		
00D2008 S&A RPL FIRE HYDRANTS AT MANCHESTER, (+0008)	OMA	FFP	53,374	53,374	100%	2,556	4.8%	3,582	6.7%
97D1002/0144 (+7144)	OMA	JOC	51,617	51,617	100%	3,676	7.1%		
00D2008/4 REM UNUSED OILY WASTE, MANCHESTER (+08X4)	OMN	IDIQ/DO	51,374	51,374	100%	3,698	7.2%		
01M2028 S&A RPL OUTDOOR LIGHTING JB-8 TANK AT (+1028)	OMA	FFP	48,186	48,186	100%	1,751	3.6%		
97D1002/109 RPL HIGH VOLTAGE SWITCH BADGER, Y (+7109)	OMA	JOC	45,482	45,482	100%	936	2.1%		
01D2008/0004 (+18X4)	OMA	IDIQ/DO	68,750	39,900	58%	18,358	46.0%		
01D2008/0003 (+18X3)	OMA	IDIQ/DO	115,990	39,900	34%	24,518	61.4%		
01D2006/0001 (+16X1)	OMA	IDIQ/DO	139,310	39,900	29%	28,596	71.7%		
97D1002/0108 S&A REPAIR/REPLACE SEWER PIPE (+7108)	OMAR	JOC	38,881	38,881	100%	10,246	26.4%		
98D1015/5 CONSTRUCT PRE-ENGINEERED (+85X5)	OMA	IDIQ/DO	201,931	35,922	18%	1,427	4.0%		
97D1002/91 REN EXT OSWALD DRILL HALL (+7091)	OMAR	JOC	101,320	34,451	34%	11,239	32.6%		
00D1003/3 BOAT RAMP MFD, MANCHESTER (+03X3)	OMN	IDIQ/DO	34,196	34,196	100%	5,019	14.7%		
98D1026/13 METAL STORAGE BLDG (+8D13)	OMA	IDIQ/DO	33,958	33,958	100%	2,174	6.4%		
98D1026/15 INSTALL NATURAL GAS SVC, MANCHESTE (+8015)	OMN	IDIQ/DO	33,958	33,958	100%	1,973	5.8%		
02D1005/0005 (+2005)	OMA	IDIQ/DO	37,386	31,761	85%	0	0.0%		
00D2008/00 (+0021)	OMN	IDIQ/DO	27,745	27,745	100%	2,463	8.9%		
98D1026/17 REFURBISH DAY TANK, MANCHESTER (+8017)	OMN	IDIQ/DO	23,446	23,446	100%	3,318	14.2%		
97D1002/96 MASONRY SEALING NAVY MARINE RSC (+7096)	OMN	JOC	23,278	23,278	100%	1,634	7.0%		
97D1002/2173, REPAIR ENG TANK VENT SYSTEM (+2173)	OMA	JOC	22,983	22,983	100%	1,728	7.5%		
97D1002/2213 (+2213)	OMA	JOC	22,530	20,277	90%	1,314	6.5%		

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OMA									
Seattle									
98C0068 PMEL, MT HOME (+8068)	OMA	FFP	976,769	19,873	2%	2,644	13.3%		
97D1002/98 INSTAL FOOTINGS WEATHER OBSERV, YT (+7098)	OMA	JOC	18,662	18,662	100%	1,665	8.9%		
97D1002/85 UPGRADE HEATING WEBB HALL (+7085)	OMAR	JOC	220,343	17,097	8%	2,993	17.5%		
98D1012/0002 S&A,RPR SANITARY SEWER, PH II, @ (+1122)	OMA	IDIQ/DO	522,703	15,158	3%	101	0.7%		
97D1002/68 INSTALL NEW WINDOWS (+7068)	OMAR	JOC	145,934	13,876	10%	1,576	11.4%		
97D1002/154 (+7154)	OMAR	JOC	104,986	12,059	11%	13,482	111.8%		
97D1002/0116 S&A REMODEL USARC RETENTION OFF (+7116)	OMAR	JOC	12,059	12,059	100%	6,120	50.7%		
97D1002/87 REN CLASSROOM 151 (+7087)	OMAR	JOC	235,612	11,916	5%	4,067	34.1%		
99D1001/1 RPL EXT CONCRETE (+91X1)	OMA	IDIQ/DO	70,539	11,377	16%	704	6.2%		
98D1026/10 UPGRADE HEATING SYS (+8010)	OMA	IDIQ/DO	231,117	10,280	4%	3,414	33.2%		
97D1002/107 EXT UPGRADE SEARS HALL (+7107)	OMAR	JOC	9,286	9,286	100%	8,929	96.2%		
98D1026/8 INSTALL VALVES AT TANKS, MANCHESTER (+86X8)	OMN	IDIQ/DO	70,542	4,542	6%	2,471	54.4%		
97C0022 OIL/WATER SEP, MANCHESTER (+7022)	OMN	FFP	1,277,494	4,001	0%	4,351	108.8%		
99C0078 RIGGER FACILITY (+9078)	OMA	FFP	400,000	528	0%	1,058	200.4%		
97D1002/111 S&A TENCAP PAN DPW (+7211)	OMA	JOC	61,033		0%	1,599			
98D1025/1 DEMO WOOD BLDGS PH V (+85X1)	OMA	IDIQ/DO	445,090		0%	945			
97D1002/VLV (+7VLV)	OMA	JOC	0			13,167			
97C0059 S&A RPL PASSENGER ELEVATORS FAIRCHILD	DHP	FFP	0			59			
97D1002/39 RPL ROOF ARMS VAULT (+7039)	OMA	JOC	14,174		0%	64			
00D2008/0019 (+0019)	OMA	IDIQ/DO	106,793		0%	3,810			
95G0001/28 (+5G18)	OMA	IDIQ/DO	1,703,349		0%	205			
97D1002/0159 (+7159)	OMA	JOC	29,867		0%	199			
97D1014/2 DEMO PH V (+74X2)	OMA	IDIQ/DO	1,032,423		0%	4,887			
FAIRCHILD MISC. LIFE SAFETY UPGRADE (+5100)	DHP	FFP	26,560		0%	0			
97D1002/WIN (+7WIN)	OMA	JOC	0			10,773			
CW67-02-F-5055 (+5055)	OMA	IDIQ/DO	37,371		0%	1,539			
96G0001/14 FORCE PROTECTION 97 (+6X14)	OMA	IDIQ/DO	237,094		0%	0			
97D1002/0151 (+7151)	OMAR	JOC	306,554		0%	21,191			
97D1002/0139 (+7139)	OMA	JOC	22,248		0%	3,613			
97D1002/138 (+7138)	OMA	JOC	39,514		0%	2,357			
97D1002/0145 (+7145)	OMAR	JOC	171,768		0%	13,397			
97D1002/0146 (+7146)	OMAR	JOC	136,870		0%	10,376			
97-D-1002/2225 (+7121)	OMA	JOC	104,311		0%	1,804			
97-D-1002/2222 (+7119)	OMA	JOC	114,167		0%	2,192			
97-D-1002/0122 (+7160)	OMA	JOC	671,186		0%	15,646			
97D1002/0149 (+7149)	OMAR	JOC	36,109		0%	2,289			

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All Projects
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OMA									
Seattle									
98D1024/5 DEMO BLDG E702 (+84X5)	OMA	IDIQ/DO	861,000		0%	0			
97D1002/0157 (+7157)	OMA	JOC	242,062		0%	17,247			
98D1012/1T01 S&A SPILL CONTAINMENT FT LEWIS (+8121)	OMA	IDIQ/DO	365,800		0%	2,124			
98D1012/2 S&A RPR SEWERS FT LEWIS (+8122)	OMA	IDIQ/DO	447,615		0%	46,296			
98D1012/4 S&A REMOV 7 REGLTD USTS, FT LEWIS (+8124)	OMA	IDIQ/DO	109,639		0%	2,483			
97D1002/0158 (+7158)	OMA	JOC	294,810		0%	18,550			
97-D-1002/0141 (+7141)	OMA	JOC	34,915		0%	3,359			
97D1002/0147 (+7147)	OMAR	JOC	510,538		0%	23,733			
01M0301 (+1301)	OMAR	FFP	57,163		0%	22,230			
99C0080 RPR TWO BRIGADE SUPP (+9080)	OMA	FFP	363,440		0%	238			
00D1009/2 IRRIGATION SYS AT TURNING BASIN #3 (+09X2)	OMA	IDIQ/DO	39,986		0%	1,291			
00D1003/2 REM & RPL EXISTING ROOFING (+03X2)	OMA	IDIQ/DO	92,988		0%	13,116			
00D1003/0012 (+2001)	OMA	IDIQ/DO	77,500		0%	12,837			
00D1009/5, RENOVATE INFIL POND, MADIGAN (+W0X5)	OMA	FFP	61,933		0%	4,184			
02D1005/0004 (+2004)	OMA	IDIQ/DO	37,390		0%	3,677			
MISC (+ODPW)			0			5,627			
00D2814 (+0814)	OMA	IDIQ/DO	0			3,208			
99D1018/2 S&A RPR/RPL CLARKDAL HA 4A (+9182)	OMAR	IDIQ/DO	764,200		0%	33,216			
97-D-1002/2187 (+2187)	OMA	JOC	37,470		0%	400			
97D1013/0017 (+0012)	OMA	IDIQ/DO	25,698		0%	8,897			
99M0084 S&A RPR PILES AT PIER (+9084)	OMA	FFP	0			566			
Total for OMA			495,441,371	220,396,114	44%	20,450,775	9.3%	2,318,900	
DERP									
Honolulu									
A103-RPR LANDFILL CVR DERP (+9038)	DERP	IDIQ/DO	237,471	234,725	99%	3,914	1.7%		
Kansas City									
LVN, SUNFLOWER AAP, SWMU 10/11 CMI, RA, DACW4 (+A622)	DERP	IDIQ/DO	5,070,447	1,831,033	36%	33,517	1.8%		
LVN SFAAP SUNFLOWER DACW41-98-D9006/0006 (+M2G3)	DERP	IDIQ/DO	1,976,217	1,092,407	55%	34,130	3.1%		
LCAAP NE CORNER OU, RA, DACW41-98-D-9006/0003 (+D069)	DERP	IDIQ/DO	2,781,990	712,049	26%	94,247	13.2%		
KAAP INTERIM REMOVAL ACTION (+KAP)	DERP	IDIQ/DO	3,590,611	450,103	13%	88,671	19.7%	1,835	0.4%
LVN, DRAIN LAKE RG, DACW41-01-D-0027/0001 (+H99D)	FUDS	IDIQ/DO	394,404	374,733	95%	38,249	10.2%		
RIL, FILL PLACEMENT, SW FUNSTON LANDFILL (DER (+1ZWX)	DERP	IDIQ/DO	241,115	241,115	100%	2,037	0.8%		
LVN, Area 16 Abandoned Landfill, DACW41-00-D- (+62KG)	DERP	IDIQ/DO	1,927,572	229,493	12%	83,011	36.2%		
FLW, Weldon Spring Project OU1, DACW41-00-D-0 (+OMO0)	FUDS	IDIQ/DO	2,808,051	104,084	4%	55,965	53.8%	11,872	11.4%
LVN, Forbes Pumphouse Removal, DACW41-98-D-90 (+FPMP)	FUDS	IDIQ/DO	417,005	84,653	20%	3,640	4.3%		
LVN, REMEDIATION CAMP CROWDER, DACW41-94-D-90 (+I616)	DERP	IDIQ/DO	735,646	80,802	11%	5,381	6.7%		

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DERP									
Kansas City									
LVN, LCAAP Area 18 Lead Rem, RA, DACW41-00-D- (+A686)	DERP	IDIQ/DO	415,577	49,668	12%	7,731	15.6%		
Nike 60, UST Removal, Gardner, KS (+6014)	FUDS	IDIQ/DO	45,877	41,705	91%	10,745	25.8%		
LVN, Removal & Site Closure, Jayhawk, DACA41- (+21PF)	DERP	FFP	2,026,365	514	0%	0	0.0%		
RIL, UST REMOVAL, B 602,SALINA, DACW41-89-D-0 (+0018)	FUDS	IDIQ/DO	1,029,000		0%	396			
RIL, Forsythe Bank Stabilization, DACW41-97-D (+1635)	DERP	IDIQ/DO	726,885		0%	894			
FLW, SOIL & PIPELINE REMEDIATION WELDON, DACA (+HOMO)	FUDS	FFP	24,778,549		0%	2,340			
LVN, SWMU 50,Sunflower AAP, KS, DACW41-98-D-9 (+I615)	DERP	IDIQ/DO	653,840		0%	7,734			
Norfolk									
LANGLEY 93-D-0044 D.O. #37 (+3D47)	DERP	IDIQ/DO	2,593,464	861,350	33%	20,969	2.4%		
RADFORD 99-D-0066 #13 AVTEX (+D066)	DERP	IDIQ/DO	832,573	429,154	52%	56,444	13.2%		
LANGLEY 93-D-0044 D.O. #17 (+3D4A)	DERP	IDIQ/DO	705,091	76,109	11%	4,693	6.2%		
LANGLEY 93-D-0044 D.O. #16 (+3D44)	DERP	IDIQ/DO	671,305	57,561	9%	0	0.0%		
PICKETT 97-D-0009 EA21 EA21 (+D009)	DERP	IDIQ/DO	841,122	4,810	1%	0	0.0%		
LEE 97-D-0009 EA14 EA14 (+D09A)	DERP	IDIQ/DO	345,848	554	0%	0	0.0%		
DSCR 95-0083 OU-9 (+583D)	DERP	FFP	1,181,864		0%	49,322			
Omaha									
IRP - OU 1 AND 2/SITES A/C/D/G/129-3, TCAAP * (+48DG)	DERP	CR	7,102,206	5,086,934	72%	214,124	4.2%		
IRP - GRUBER'S GROVE DREDGING OPS, BADGER AAP (+731D)	DERP	CR	5,564,823	4,830,569	87%	163,806	3.4%		
FUDS - OU 2 GW CONTAINMENT, MEAD, NE *SAPS (+45XJ)	FUDS	IDIQ/DO	6,427,861	3,646,901	57%	453,773	12.4%		
BRAC ENVIR - VARIOUS RA D.O. 22, PUEBLO *SAPS (+1Z37)	BRAC	CR	15,719,263	2,669,908	17%	193,908	7.3%		
IRP - OU2/SITES E/H/A/129-5 ETC, TCAAP *SAPS (+23XQ)	DERP	CR	11,955,877	1,987,502	17%	81,835	4.1%		
IRP - PROPELLANT BURN'G GRD, BADGER AAP *SAPS (+4K6H)	DERP	CR	2,373,463	1,937,056	82%	50,992	2.6%		
IRP - FOCUSED FS SOIL REMOVALS, IAAP *SAPS (+229L)	DERP	CR	10,909,442	1,918,213	18%	78,820	4.1%		
IRP - LTO OU 1,2,4,11&FRA/RA OU11/20, ELLSWOR (+458B)	DERP	CR	1,822,975	1,748,803	96%	21,990	1.3%		
IRP - FOCUSED FS SOIL REMOVAL, IAAP *SAPS (+10K8)	DERP	CR	1,789,313	1,650,747	92%	88,916	5.4%		
IRP - DETERRENT BURN'G GRD, BADGER AAP *SAPS (+372B)	DERP	CR	6,659,847	1,593,299	24%	35,512	2.2%		
IRP-FIRE PROTECTION TRAINING AREA, MINOT AFB (+L2GH)	DERP	FFP	2,549,090	1,510,056	59%	83,664	5.5%		
DACW45-94-D-0001/0043 (+065F)	IRP	CR	1,472,924	1,214,479	82%	29,409	2.4%		
IRPF - U/LV SOIL REMOVAL, DENVER *SAPS (+4856)	DERP	CR	905,527	883,099	98%	38,037	4.3%		
FUDS - SOIL REPOSITORY CAP OU 4/OU 16, HASTIN (+36SZ)	FUDS	IDIQ/DO	1,086,814	789,177	73%	94,643	12.0%		
IRP - OU 1/3/5, CORNHUSKER AAP * SAPS (+GCJF)	DERP	IDIQ/DO	1,027,082	764,996	74%	26,123	3.4%		
BRAC ENVIR - FT-06 ESCANABA AST REMOVAL, ESCA (+4KFH)	BRAC	CR	1,166,211	744,030	64%	31,506	4.2%		
IRP - LF 2/5/6, VAPOR DEGREASER, FORT CARSON (+6679)	DERP	CR	5,024,150	670,644	13%	29,797	4.4%		
IRP - RA FOR LINE 1/800 & INERT LANDFILL, IOW (+L951)	DERP	CR	641,804	586,456	91%	58,724	10.0%		
IRP - BADLANDS BOMB RANGE/OU-11 WTRLINE/OU-1, (+249Q)	DERP	CR	3,409,636	514,085	15%	41,630	8.1%		
IRP - PROPELLANT BURNING GRND, BAAP *SAPS (+2FJ6)	DERP	CR	1,238,244	490,846	40%	34,506	7.0%		

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DERP									
Omaha									
IRP - OU 1/OU 5/OU 3/OU 1 LTM, CORNHUSKER AAP (+482H)	DERP	IDIQ/DO	0	468,684		10,658	2.3%		
IRP - INERT LANDFILL, IAAP *SAPS (+22VM)	DERP	CR	4,471,407	452,667	10%	20,914	4.6%		
IRP - O&M INERT LANDFILL, IAAP *SAPS (+4GNX)	DERP	IDIQ/DO	744,457	414,531	56%	39,766	9.6%		
DACA45-99-D-0017 DO 2 (+G03F)	FUDS	IDIQ/DO	799,458	316,869	40%	25,488	8.0%		
IRP - LINEW 1-800, IAAP *SAPS (+22VN)	DERP	CR	10,634,498	290,742	3%	27,015	9.3%		
IRP - PROPELLANT BURN. GRDS, BADGER AAP *SAP (+6722)	DERP	CR	5,104,261	276,672	5%	17,817	6.4%		
BRAC ENVIR - ALL WORK D.O. 13 REMEDIAL ACTION (+9494)	BRAC	CR	5,734,606	266,757	5%	42,599	16.0%		
IRP - OU 1,2,3,4,7,8,11,12/WP22, ELLSWORTH AF (+2SKT)	DERP	CR	1,743,305	256,093	15%	12,193	4.8%		
IRP - OU 3,5,6,7,8,12 BG-05/ N/S DOCKS, ELLSW (+3069)	DERP	CR	5,505,962	144,594	3%	3,401	2.4%		
DACA45-00-D-0010 DO 18 (+DB50)	FUDS	IDIQ/DO	303,777	140,682	46%	3,071	2.2%		
IRP - NG POND/ROCKET PASTE, BADGER AAP *SAPS (+1615)	DERP	CR	2,291,256	69,776	3%	20,498	29.4%		
BRAC ENVR - REMED USTS, FITZSIMONS *SAPS (+25W9)	BRAC	CR	1,248,383	56,699	5%	6,330	11.2%		
IRP - RA FOR MULTIPLE OU'S, ELLSWORTH AFB *SA (+0463)	DERP	CR	6,136,384	35,707	1%	4,021	11.3%		
IRP - MULTI-SITE, MULTI-PHASE, ELLSWORTH AFB, (+D8KB)	IRP	CR	137,693	31,839	23%	32,872	103.2%		
BRAC ENVIR - VARIOUS RA POL/UST, KI SAWYER AF (+1Z5M)	BRAC	CR	1,226,786	30,668	2%	9,076	29.6%		
FUDS - UST REMOVAL, OLIVIA, MN *SAPS (+L346)	FUDS	FFP	27,052	27,052	100%	2,267	8.4%		
IRP - GROUNDWATER TREATMENT PLANT, CORNHUSKER	DERP	CR	8,517,240	26,097	0%	10,710	41.0%		
IRP - OU 3 SOILS REMEDIATION, CORNHUSKER AAP (+4KGW)	DERP	CR	219,347	24,274	11%	5,312	21.9%		
FUDS - REMOVAL OF TWO OPEN DUMPS, BUCKLEY *SA	FUDS	FFP	17,743	17,743	100%	24,038	135.5%		
FUDS - UST REMOVAL, LAKE ANDES, SD *SAPS (+094L)	FUDS	FFP	15,893	15,893	100%	6,791	42.7%		
FUDS - UST REMOVAL, PICKSTOWN, SD * SAPS (+0CK1)	FUDS	FFP	15,313	15,313	100%	9,475	61.9%		
FUDS - UST REMOVAL, BROOKS, WI *SAPS (+1840)	FUDS	FFP	10,817	10,817	100%	3,098	28.6%		
FUDS - UST REMOVAL, TOMAH, WI *SAPS (+4095)	FUDS	FFP	10,617	10,617	100%	5,491	51.7%		
BRAC ENVIR - UST/OIL WTR SEP/SWMUS/LF-1, KI S (+1WJG)	BRAC	CR	2,568,810	9,879	0%	8,339	84.4%		
IRP - EXPLOSIVE SUMP, IOWA AAP *SAPS (+1ZSK)	DERP	CR	30,753	5,717	19%	10,807	189.0%		
BRAC ENVIR - SWMU 14,28,36,17/CIRULI SPR, PUE (+2N05)	BRAC	CR	912,941	1,738	0%	6,134	353.0%		
FUDS - OE REMOVAL, SIOUX AD *SAPS (+27Z8)	FUDS	IDIQ/DO	174,904	-18,992	-11%	10,665	-56.2%		
BRAC ENVIR - TCE PLUME ET.AL. RA PROJ'S, KI S (+25FB)	BRAC	CR	1,193,699	-23,332	-2%	4,612	-19.8%		
IRP - CALUMET RADAR SITE, CALUMET AFS *SAPS (+3LKZ)	DERP	IDIQ/DO	0	-100,000		5,046	-5.0%		
IRP - OU 1,2,4,6 & TCA, ELLSWORTH AFB *SAPS (+9811)	DERP	CR	9,981,277		0%	1,390			
IRP - MODS TO CERCLA WASTE FAC., ROCKY MTN AR (+8200)	DERP	CR	8,034		0%	1,285			
IRP - REMOVE BASIN F SUBMERGED QUENCH INCINER	DERP	CR	1,034,609		0%	3,285			
IRP - CLOSURE PONDS A/B, ROCKY MTN ARSENAL *S (+8193)	DERP	CR	7,692,207		0%	2,040			
DERP - REMOVE UST'S, ELLSWORTH AFB *SAPS (+257J)	DERP	CR	1,317,803		0%	2,666			
IRP - LF 2/GRIT PIT, FORT CARSON *SAPS (+HG34)	DERP	CR	1,320,000		0%	2,138			
IRP - GRIT PIT, FORT CARSON *SAPS (+CL2C)	IRP	CR	840,000		0%	1,271			

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DERP									
Omaha									
BRAC ENVIR - CONSTRUCT GW TREATMENT PL, PUEBL	BRAC	CR	13,909,762		0%	1,175			
BRAC ENVIR - SITE PREP FOR GW TREATMENT PL, P (+227T)	BRAC	CR	181,110		0%	411			
FUDS ALL FYS - OU#4, HASTINGS, NE (+6189)	FUDS	FFP	3,792,914		0%	3,622			
FUDS ALL FYS - VAPOR EXTRACTION, HASTINGS, NE (+6188)	FUDS	FFP	3,608,997		0%	862			
FUDS (MULTIPLE) UST IN-PLACE CLOSURE 1A/1B, L (+1124)	FUDS	FFP	822,774		0%	251			
BRAC ENVIR - ALL RA WORK D.O. 18, PUEBLO *SAP (+5682)	BRAC	CR	7,128,258		0%	5,128			
IRP - EARLY REMOVAL ACTIONS OU 1/2/4/SS08/ST1 (+2TP5)	DERP	CR	7,504,123		0%	2,759			
FUDS - RA OU 1, MEAD, NE *SAPS (+1VSN)	FUDS	IDIQ/DO	3,864,315		0%	1,385			
FUDS - RA BLDG 67 SITE, FORT DES MOINES *SAPS (+3JD8)	FUDS	CR	644,340		0%	2,398			
IRP - PROPELLANT BURNING GRDS, BADGER AAP *SA (+226V)	DERP	CR	838,187		0%	0			
IRP - FIRE TRAINING PIT, IAAP *SAPS (+22VP)	DERP	CR	1,502,275		0%	26,903			
Seattle									
99D1005/1 DERP MANCHESTER ANNEX (+95X1)	IRPN	IDIQ/DO	6,820,836	5,152,563	76%	224,039	4.3%		
00C0235 TRENCHING/DRUM REMOVAL, FT LEWIS (+0235)	IRPR	FFP	822,907	822,907	100%	86,421	10.5%		
95G0001/58 AMMUN STG MAGS/PEST BLDG 4126 (+5X58)	IRPR	IDIQ/DO	540,174	255,846	47%	25,682	10.0%		
00C0210 INVESTIGATION OF PCB (+0210)	IRPR	FFP	195,216	131,290	67%	16,067	12.2%		
95C0101 DERP UMATILLA GROUNDWATER TRTMT, FT L	IRPR	FFP	2,675,111		0%	0			
Total for DERP			282,717,035	51,832,824	18%	3,255,429	6.3%	13,708	

EXHIBIT 2

Individual Project Listing for S&A and DDC Expenses for all Projects Completed to at Least 95% During the Study Period

Projects completed at least 95% during the study.
Fund Category: MILCON, OMA, DERP

Fund Category/District	Fund Type	Contract Group	Current Obligation ($)	Placement During Study ($)	% Performed During Study	SA Exp During Study ($)	SA Rate	DDC Exp During Study ($)	DDC Rate
MILCON									
Honolulu									
UPGR HANGAR COMPLEX HAFB (+1013)	MCAF	FFP	5,131,411	4,968,871	97%	268,918	5.4%	18,338	0.4%
PURCH/INSTL 14 MODULAR OFC BLDGS SB (+1P20)	MCA	FFP	3,780,239	3,780,239	100%	185,567	4.9%	23,670	0.6%
SITE PREP/ARMS VAULT/PARKG LOTS SB (+1017)	MCA	FFP	3,639,894	3,509,728	96%	289,487	8.2%		
FIRE TRAINING FACILITY (943015) MCAF (+0002)	MCAF	FFP	3,015,519	2,946,039	98%	380,089	12.9%	56,657	1.9%
DEMO FAM HSG HA I&W SB (+1004)	MCAFH	FFP	1,484,698	1,480,987	100%	70,069	4.7%		
00D0013/15 (+0074)	MCA	IDIQ/DO	145,376	145,376	100%	5,819	4.0%		
A106 CORR DEHUM ARMS RM B2079 SB (+1010)	MCA	FFP	116,300	116,300	100%	31,395	27.0%	5,459	4.7%
Kansas City									
WAFB, B-2 LO Observable Restoration Fac, DACA (+02N3)	MCAF	FFP	26,701,013	26,097,453	98%	1,142,820	4.4%	37,885	0.1%
MAFB, APPROACH LIGHTING SYSTEM, DACA41-01-C-0 (+027A)	MCAF	FFP	1,822,787	1,818,988	100%	172,592	9.5%	16,071	0.9%
FLW, BRAC 95 Construction Prog Misc Revisions (+WDBC)	MCA	FFP	705,681	705,681	100%	167,462	23.7%	102	0.0%
LVN, INSTALL EMCS UPGRADE, DACW41-01-F-0095 (+9335)	MCD	FFP	500,001	500,001	100%	29,282	5.9%	1,530	0.3%
LVN, JOC TO#81 (+LV81)	MCD	JOC	424,505	424,505	100%	13,693	3.2%		
MAFB, Upgrade & Mod, DACA41-00-D-0009/0002 (+9260)	MCAR	FFP	134,268	134,268	100%	26,477	19.7%	3,184	2.4%
LVN, JOC TO#82 (+LV82)	MCD	JOC	66,038	66,038	100%	2,443	3.7%		
RIL, Repair Bldg 610, DACA41-00-D-0009/0003 (+4770)	MCD	FFP	26,395	26,395	100%	21,917	83.0%		
Norfolk									
LEE 00-0025 HARRISON VILLA PHASE 3 (+0025)	AFH	DB	7,034,674	6,705,292	95%	244,047	3.6%		
STORY 01-0051 (+1051)	MCA	FFP	6,696,690	6,624,692	99%	69,472	1.0%		
LANGLEY 00-0033 FY-00 DORMITORY (+0033)	MCAF	FFP	6,392,287	6,383,359	100%	360,423	5.6%	11,914	0.2%
EUSTIS 00-0032 EDUCATION CENTER (+0032)	MCA	FFP	4,408,323	4,334,893	98%	240,121	5.5%	3,605	0.1%
LANGLEY 00-0022 FY-00 IMPR HISTORICAL HSG (+0022)	MCAFFH	FFP	3,398,006	3,286,947	97%	419,920	12.8%	7,903	0.2%
LANGLEY 01-0055 (+1055)	MCAF	FFP	299,460	299,460	100%	0	0.0%		
LANGLEY 97-0044 HQ ACC FACILITY (+7044)	MCAF	FFP	118,153	118,153	100%	99,355	84.1%	6,801	5.8%
Omaha									
MCAF - UPGRADE ACADEMIC FAC.,PH III, USAFA *S (+287D)	MCAF	FFP	14,194,769	13,912,882	98%	566,493	4.1%		
MCAF - CONSOL. EDUCATION FAC., EAFB *SAPS (+JJ6L)	MCAF	DB	9,874,806	9,721,944	98%	478,563	4.9%		
MCAF - CHILD DEVELOPMENT CTR, SCHRIEVER AFB * (+3W9T)	MCAF	IDIQ/DO	6,913,404	6,908,658	100%	418,389	6.1%	22,651	0.3%
MCA - MOBIL. WAREHOUSE, FORT CARSON *SAPS (+3LV0)	MCA	FFP	3,932,473	3,892,548	99%	209,851	5.4%	16,080	0.4%
PAA - REPL GRADE BEAMS/LINE 3A/YD L, IAAP *SA (+3M3L)	PBS	FFP	2,560,084	2,560,084	100%	175,074	6.8%	9,952	0.4%
MCAR - ADAL OMS/ECS FACILITY, FORT CARSON *SA (+6GCJ)	MCAR	FFP	1,449,893	1,431,273	99%	166,989	11.7%	5,032	0.4%
MCAF - COMBINED INTELLIGENCE CENTER, PETERSON	MCAF	DB	1,394,026	1,380,267	99%	119,904	8.7%		
MMCA- ADMIN FACILITY ADDITION, BUCKLEY ANG CO (+3LHD)	MMCA	IDIQ/DO	1,114,352	1,099,907	99%	117,269	10.7%	17,180	1.6%
PAA - RE-ROOF BLDGS 1-04 & 3-01, IAAP IA *SAP (+JD66)	PAA	IDIQ/DO	1,051,774	1,007,740	96%	135,081	13.4%	4,150	0.4%
MCDA - INSTALL COMM CABLE (AMMO DEMIL FAC-11) (+885J)	MCDA	IDIQ/DO	656,886	656,886	100%	30,163	4.6%		
MCAF - SBIRS PERM POWER CONNECTION, BUCKLEY *	MCAF	IDIQ/DO	448,708	448,708	100%	18,430	4.1%		

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MILCON									
Omaha									
PAA - REPLACE HVAC @ LINE 1 LABS, IAAP, IA *S (+3PPN)	PBS	IDIQ/DO	372,149	372,149	100%	72,648	19.5%	2,818	0.8%
ALT 1-5, POWER SYSTEM DEF, SCHRIEVER AFB, CO. (+50C2)	MCAF	IDIQ/DO	358,930	358,930	100%	15,768	4.4%		
MCAF - LANDSCAPING & IRRIGATION SYSTEM/ TRELL (+479G)	MCAF	IDIQ/DO	271,084	271,084	100%	15,473	5.7%		
MCAF - SOUND ATTENTUATOR, USAFA CO. *SAPS (+JF57)	MCAF	IDIQ/DO	45,368	45,368	100%	6,688	14.7%		
BRAC MILCON - BLDG 401 DOOR/WINDOW, SHRIEVER (+4P13)	BRAC	IDIQ/DO	33,418	33,418	100%	6,412	19.2%		
BRAC - SITE SECURITY UPGRADE, BENNETT ANG *SA (+BHK8)	BRAC	IDIQ/DO	29,234	29,234	100%	2,986	10.2%		
ELECT. SECTIONALIZER, OSF, SCHRIEVER AFB, CO. (+9F8J)	MCAF	IDIQ/DO	28,007	28,007	100%	4,999	17.9%		
PAA - PROV. CONCRETE ROAD SECTIONS BETWEEN YD	PAA	IDIQ/DO	27,465	27,465	100%	7,806	28.4%		
BRAC - HVAC BLDG 301, SCHRIEVER AFB *SAPS (+JH64)	BRAC	IDIQ/DO	24,377	24,377	100%	4,666	19.1%		
DACA45-00-D-0002 DO 2 (+3305)	PBS	IDIQ/DO	12,574	12,574	100%	7,485	59.5%		
MCAF - COURTROOM MILLWORK REVISIONS, SCHRIEVE	MCAF	IDIQ/DO	10,902	10,902	100%	5,890	54.0%		
BRAC - REPLACE CURRENT TRANSFORMERS BLD 600,	BRAC	IDIQ/DO	9,660	9,660	100%	1,845	19.1%		
ELECT. WORK ROOM 108, OSF, SCHRIEVER AFB, CO. (+9G41)	MCAF	IDIQ/DO	2,957	2,957	100%	7,015	237.2%		
BRAC - GROUNDING JUMPER CABLES BLDG 401, SCHR	BRAC	IDIQ/DO	1,989	1,989	100%	1,280	64.3%		
Seattle									
00C0227 FY 00 DORMITORY, MALMSTROM (+0227)	MCAF	FFP	9,063,498	8,860,147	98%	303,776	3.4%		
00C0225 DB WHOLE NEIGHBORHOOD REVIT, FT LEWIS	MCAFH	DB	7,693,497	7,395,911	96%	174,914	2.4%	9,027	0.1%
00D0201/1 FLIGHTLINE SUPPORT FACILITY, FAIRCH (+D201)	MCAF	IDIQ/DO	7,104,165	6,999,165	99%	616,300	8.8%		
01C0205, SQUAD OPS IV, MCCHORD (+1205)	MCAF	FFP	5,627,893	5,424,218	96%	320,862	5.9%		
01C0203 MILCON S&A, 01C0203, EXTEND NOSE DOCK (+1203)	MCAF	FFP	5,408,580	5,241,742	97%	380,591	7.3%	1,886	0.0%
00C0234 FIRESTATION, FT LEWIS (+0234)	MCA	FFP	1,575,242	1,575,242	100%	161,631	10.3%		
02D0201 (+2201)	MCAF	DB	738,501	729,071	99%	46,986	6.4%		
Total for MILCON			158,072,385	154,948,175	98%	8,843,596	5.7%	281,894	
OMA									
Honolulu									
RENOVATE BLDG 502 FS (+1002)	OMA	FFP	7,256,333	7,095,459	98%	330,590	4.7%	79	0.0%
01C0040 (+1040)	RDTE	FFP	3,311,327	3,246,489	98%	164,244	5.1%	8,572	0.3%
IFICS DATA TERM FAC KWAJ (+1018)	RDTE	FFP	3,311,327	3,246,489	98%	5,660	0.2%	8,572	0.3%
DEMO AMR HOUSING (PKG H-34) FHMA (+0016)	OMAFH	FFP	2,327,708	2,327,708	100%	59,770	2.6%		
01C0028 (+1028)	OMA	FFP	2,168,154	2,168,154	100%	73,205	3.4%		
00D0014/11 (+0061)	OMA	IDIQ/DO	2,065,186	2,035,738	99%	66,576	3.3%		
EXT PAINT-VAR AREAS (PKG H-36) FHMA (+0018)	OMAFH	FFP	1,722,542	1,722,542	100%	186,995	10.9%	3,200	0.2%
REPAIR SEWERLINES (PKG H-38) FHMA (+0015)	OMAFH	FFP	1,613,385	1,600,491	99%	123,831	7.7%		
A80 REN AREA 9000 RM FHU TO UPH SB (+0037)	OMA	IDIQ/DO	1,426,695	1,426,695	100%	54,584	3.8%		
REPAIR SEWERLINES (PKG A-50) OMA (+0008)	OMA	FFP	1,045,188	1,045,188	100%	54,864	5.2%		
A-100-RPL DOLPHIN OMA (+0025)	OMA	IDIQ/DO	903,691	903,691	100%	119,938	13.3%	2,590	0.3%

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OMA									
Honolulu									
A80-C ST IMPR (PC) OMA (+0024)	OMA	IDIQ/DO	925,848	883,803	95%	137,251	15.5%		
A97-INST SAND FILTERS OMA-E (+9040)	OMA	IDIQ/DO	832,893	798,389	96%	110,902	13.9%		
A104-REN BLDG 692 OMA (+9043)	OMA	IDIQ/DO	794,529	794,529	100%	176,911	22.3%		
A80 DEMO FORMER DOL FUEL YARD SB (+1016)	OMA	FFP	789,563	789,563	100%	32,567	4.1%		
DEMO T1/CORR PARKING (PKG A-05) OMA (+0014)	OMA	FFP	762,600	749,582	98%	71,744	9.6%	800	0.1%
00D0013/11 (+0057)	OMA	IDIQ/DO	739,539	739,539	100%	22,656	3.1%		
A98-REN BLDG 2027 OMA (+9041)	OMA	IDIQ/DO	691,188	691,188	100%	39,725	5.7%	2,500	0.4%
01C0026 (+1026)	OMA	FFP	685,997	685,997	100%	49,051	7.2%		
01C0036 (+1036)	OMA	FFP	655,733	646,771	99%	69,116	10.7%		
RPR & MAINT-VAR SCH OMD (+0028)	OMDA	IDIQ/DO	620,497	620,046	100%	75,982	12.3%	3,545	0.6%
H40 AMR HSG DEMO PH2 AMR (+1009)	OMAFH	FFP	602,865	602,865	100%	16,671	2.8%		
A114-REN BLDG 102 OMA (+9042)	OMA	IDIQ/DO	586,120	586,120	100%	128,156	21.9%		
RPR & MAINT-VAR SCH OMD (+0029)	OMDA	IDIQ/DO	557,215	557,215	100%	135,484	24.3%		
RPR SEWERLINES OMA (+0006)	OMA	FFP	553,167	553,167	100%	79,777	14.4%		
RPR EXT ELEC - B580 (PKG A-66) OMA (+0011)	OMA	FFP	543,549	543,549	100%	108,776	20.0%		
STORM WATER PROJS (PKG A-44) OMA (+0009)	OMA	FFP	512,527	512,527	100%	43,925	8.6%		
INSTALL STREET LIGHTING SB (+1014)	OMA	FFP	489,395	489,395	100%	108,914	22.3%		
01C0025 (+1025)	OMA	FFP	430,400	422,513	98%	43,583	10.3%		
A47-WAYFINDING SIGN DHP (+8015)	DHP	IDIQ/DO	409,370	409,370	100%	55,656	13.6%		
HELEMANO/MOKAPU ELEM SCHLS (+0053)	OMDA	IDIQ/DO	369,003	367,534	100%	15,118	4.1%		
REPAIR WATER TANKS (PKG A-45) OMA (+9016)	OMA	FFP	370,257	364,641	98%	93,922	25.8%		
01C0035 (+1035)	DBOF	FFP	364,211	360,133	99%	66,583	18.5%		
A58-RPL HALON SYS OMA (+9036)	OMA	IDIQ/DO	347,974	343,983	99%	22,917	6.7%		
A91 RPR FOOTBALL FLD LTS WAAF (+1020)	OMA	FFP	330,000	330,000	100%	15,335	4.6%		
00D0014/10 (+0060)	OMA	IDIQ/DO	312,041	301,517	97%	41,272	13.7%	9,976	3.3%
01C0030 (+1030)	OMA	FFP	300,755	300,755	100%	26,514	8.8%		
00D0035/15 (+0068)	OMDA	IDIQ/DO	291,631	288,334	99%	18,234	6.3%		
A10-EXIT WAY - G1D DP (+8033)	DHP	IDIQ/DO	287,408	284,088	99%	53,345	18.8%	989	0.3%
01D0001/8 (+1D11)	DHP	FFP	280,421	279,650	100%	50,133	17.9%	2,380	0.9%
00D0035/19 (+0072)	OMDA	IDIQ/DO	268,596	268,596	100%	9,772	3.6%		
A63-RPL AHU 10/13 DHP (+8025)	DHP	IDIQ/DO	270,219	263,078	97%	32,591	12.4%		
A-49 RPR TANK 203 OMA (+1001)	OMA	FFP	261,488	260,488	100%	67,530	25.9%		
A115-REN BLDG 2091 OMA (+9044)	OMA	IDIQ/DO	260,235	260,235	100%	56,229	21.6%		
RPR INT WSTWTR DRAIN (PKG H-35) FHMA (+0007)	OMAFH	FFP	249,736	249,736	100%	24,941	10.0%		
REN BLDG 525 FS (+0035)	RDTE	IDIQ/DO	245,124	245,124	100%	56,036	22.9%		
A92 RPR SOFTBALL FLD LTS WAAF (+1019)	OMA	FFP	242,000	242,000	100%	24,052	9.9%		

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OMA									
Honolulu									
00D0034/8 (+0065)	OMDA	IDIQ/DO	242,203	234,130	97%	23,067	9.9%		
A70-UPGR BATHROOM DHP (+7014)	DHP	IDIQ/DO	226,875	226,875	100%	27,231	12.0%	395	0.2%
01C0038 (+1038)	OMA	FFP	211,866	211,866	100%	28,460	13.4%		
A48/13 ATS NTS-K/ELEV PWR TAMC (+1D08)	DHP	IDIQ/DO	211,559	210,559	100%	29,922	14.2%		
RPR & MAINT-VAR SCH OMD (+0027)	OMDA	IDIQ/DO	206,081	206,081	100%	23,251	11.3%		
00D0015/21 (+0062)	OMA	IDIQ/DO	202,431	202,431	100%	10,508	5.2%		
024-ROLLUP DRS/UPGR OMAR (+0021)	OMAR	IDIQ/DO	192,320	190,096	99%	10,195	5.4%		
A64-RPL COOLING TWR DHP (+8034)	DHP	IDIQ/DO	183,668	183,668	100%	29,312	16.0%		
A58-RPL HALON SYS OMA (+9033)	OMA	IDIQ/DO	186,448	182,706	98%	56,363	30.8%		
A39-INST TRAFC LTS *B) OMA (+9039)	OMA	IDIQ/DO	177,842	176,286	99%	25,951	14.7%		
A109-CONSTR FOG OIL STG FAC OMA (+9045)	OMA	IDIQ/DO	164,176	164,076	100%	24,391	14.9%		
A-94 REN LATRINES B584 OMA (+0026)	OMA	IDIQ/DO	159,798	159,798	100%	27,633	17.3%		
A17-VENT WAITING RM DHP (+8014)	DHP	IDIQ/DO	131,005	130,187	99%	24,377	18.7%		
STRUC RPRS, KIT/BATH RENO QTRS T7 FS (+0047)	OMAFH	IDIQ/DO	128,036	128,036	100%	8,813	6.9%		
RPR QTRS 6 FS (+0040)	OMAFH	IDIQ/DO	124,889	124,889	100%	24,544	19.7%		
RPR SB/BP/KANEOHE COMMISSARIES (+0048)	DBOF	IDIQ/DO	118,985	118,985	100%	33,297	28.0%		
STRUC RPRS, KIT/BATH RENO QTRS T18 FS (+0044)	OMAFH	IDIQ/DO	116,398	116,398	100%	9,647	8.3%		
INST SEC FENCE-DLA DBOF (+7013)	DBOF	IDIQ/DO	116,096	116,096	100%	29,786	25.7%		
A70-UPGR BATHROOM DHP (+7015)	DHP	IDIQ/DO	113,499	113,499	100%	11,094	9.8%		
00D0035/16 (+0069)	OMDA	IDIQ/DO	108,484	108,484	100%	17,109	15.8%		
01D0002/10 (+1D22)	DHP	FFP	106,010	106,010	100%	26,208	24.7%		
1-27 ADA COMPLIANCE WING D TAMC (+1D06)	DHP	IDIQ/DO	105,000	105,000	100%	36,893	35.1%	2,551	2.4%
INST LELECOM DUCTS B692 SB (+0041)	OPA	IDIQ/DO	101,324	101,324	100%	12,973	12.8%		
STRUC RPRS, KIT/BATH RENO QTRS T10 FS (+0045)	OMAFH	IDIQ/DO	100,183	100,183	100%	7,500	7.5%		
01C0027 (+1027)	OMA	FFP	97,797	97,797	100%	9,389	9.6%		
99D0007/10 (+9051)	OMA	IDIQ/DO	92,732	92,732	100%	7,805	8.4%		
00D0013/12 (+0058)	OMA	IDIQ/DO	90,869	90,869	100%	25,900	28.5%		
INSTALL A/C - APC (PKG A-123) OMN (+0012)	OMN	FFP	86,920	86,920	100%	20,897	24.0%		
REM WORK-BLDG 525 OMA (+9049)	OMA	IDIQ/DO	86,361	86,361	100%	7,214	8.4%		
INST FENCE BP ELEM SCHL (+0051)	OMDA	IDIQ/DO	85,685	85,185	99%	19,997	23.5%		
RPL/INST CEILING TILES QUAD I SB (+0038)	OMA	IDIQ/DO	79,474	79,474	100%	68,851	86.6%		
A23/24 RAILS/HYDRO DHP (+7011)	DHP	IDIQ/DO	79,123	79,123	100%	4,591	5.8%		
RPL TRANSFER SWITCH WAAF (+1P22)	OMA	FFP	69,785	69,785	100%	21,168	30.3%		
A79 DEMO BLDG 221 FS (+1P17)	OMA	FFP	69,274	69,274	100%	360	0.5%		
01D0001/10 (+1D13)	DHP	FFP	66,882	66,882	100%	22,724	34.0%		
01D0002/6 (+1D18)	DHP	FFP	65,902	65,902	100%	30,589	46.4%		

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OMA									
Honolulu									
01D0002/7 (+1D19)	DHP	FFP	61,911	61,203	99%	14,227	23.2%		
STORM WATER PROJS (PKG A-44) OMA-E (+0010)	OMA	FFP	62,125	61,125	98%	131,480	215.1%		
DENT CLINIC B660 RM 135/136/145 SB (+8040)	OMA	IDIQ/DO	59,198	59,198	100%	11,513	19.4%		
RPR/MAINT LEHUA ELEM SCHL (+0050)	OMDA	IDIQ/DO	55,066	55,066	100%	4,704	8.5%		
01D0001/9 (+1D12)	DHP	FFP	54,259	54,259	100%	19,110	35.2%		
KIT REN QTRS T14 FS (+0049)	OMAFH	IDIQ/DO	52,358	52,358	100%	11,729	22.4%		
INSTL INT/EXT SIGNAGE FS (+0036)	OMA	IDIQ/DO	48,138	48,138	100%	1,061	2.2%		
A125-INST LATS-B691 DHP (+8036)	DHP	IDIQ/DO	46,477	46,477	100%	1,876	4.0%		
A86 RPL WINDOWS 3B AREA TAMC (+1D03)	DHP	IDIQ/DO	44,953	44,953	100%	11,542	25.7%		
ALIAMANU ELEM/MOANALUA MID SCHLS (+0052)	OMDA	IDIQ/DO	42,793	42,793	100%	12,183	28.5%		
01D0002/5 (+1D17)	DHP	FFP	42,398	42,398	100%	14,466	34.1%		
DEMO, DRMO RECEIVG/STOR A2 BP (+0043)	DBOF	IDIQ/DO	38,043	38,043	100%	10,108	26.6%		
A105-RPR BREEZEWAYS OMA (+9035)	OMA	IDIQ/DO	37,224	36,793	99%	4,982	13.5%		
A34 INSTL DISCONN SWITCH KITCH TAMC (+1D05)	DHP	IDIQ/DO	33,064	33,064	100%	30,287	91.6%		
A72 RPR FLOOR JOINTS OMA (+9034)	OMA	IDIQ/DO	31,264	30,902	99%	2,916	9.4%		
A96-INST COOLING TWR DHP (+8023)	DHP	IDIQ/DO	26,092	26,092	100%	4,044	15.5%		
A110-RPL MIX VALVES OMA (+0023)	OMA	IDIQ/DO	25,000	25,000	100%	3,247	13.0%		
A86 RPL WINDOWS 4B AREA TAMC (+1D04)	DHP	IDIQ/DO	23,707	23,707	100%	9,546	40.3%		
00D0014/9 (+0054)	OMAF	IDIQ/DO	22,892	22,892	100%	10,716	46.8%		
A42-POT/PAN EX RPR DHP (+7012)	DHP	IDIQ/DO	21,054	21,054	100%	7,095	33.7%		
01D0001/7 (+1D10)	DHP	FFP	21,012	21,012	100%	25,173	119.8%		
A-125 ASBESTOS ABATEMENT B691 OMA (+8037)	DHP	IDIQ/DO	19,982	19,982	100%	422	2.1%		
00D0015/22 (+0063)	OMA	IDIQ/DO	18,900	18,900	100%	13,208	69.9%		
PACAF RENO/CRPTO RM B102 HAFB (+0046)	OMAF	IDIQ/DO	18,560	18,560	100%	9,107	49.1%		
01D0001/6 (+1D09)	DHP	FFP	14,400	14,400	100%	9,686	67.3%		
DEMO B400/T643/T1617/L31/T6024 (+1011)	OMA	FFP	12,740	12,740	100%	16,010	125.7%		
INSTALL FENCE - APC OMN (+0034)	OMN	FFP	11,448	11,448	100%	975	8.5%		
A124-INST DR - HFPO DHP (+8035)	DHP	IDIQ/DO	9,970	9,970	100%	796	8.0%		
MYLARS - BLDG T101 OMA (+8017)	OMA	IDIQ/DO	1,184	1,184	100%	8,422	711.3%		
Kansas City									
FLW, Replace Piping, DACA41-00-D-0012/0001 (+850K)	OMA	FFP	2,338,568	2,338,568	100%	73,717	3.2%	1,208	0.1%
LVN, RENOVATE/ALTER FACILITY 243 RG, DACA41-0 (+3B6V)	OMM	FFP	1,824,806	1,818,184	100%	8,209	0.5%	6,309	0.3%
LVN, REPL SIDING AND ROOF (RG), DACA41-00-D-0 (+73LH)	OMA	FFP	1,509,041	1,478,693	98%	230,436	15.6%	1,350	0.1%
RIL, Replace Lift Stations, DACA41-00-D-0013/ (+787C)	OMA	FFP	1,208,575	1,208,575	100%	75,806	6.3%		
LVN, JOC TO#88 DACA41-97-D-0014/0088 (+LV88)	OMAFH	JOC	1,050,750	1,050,750	100%	26,505	2.5%		
LVN CONTR JOC MISC RPRS BCTP #57 (+LV57)	OMA	JOC	941,296	941,296	100%	55,686	5.9%		

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OMA									
Kansas City									
RIL, Misc Traffic Light Project, DACA41-00-D- (+GC0J)	OMA	DB	542,014	532,071	98%	82,538	15.5%		
RIL, Camp Funston Drainage Improv, DACA41-00- (+84D8)	OMA	DB	465,225	463,153	100%	55,061	11.9%		
WAFB CONTR JOC 960019 TO#126 R (+WW26)	OMAF	JOC	456,600	454,100	99%	23,951	5.3%		
RIL, Power Conditioners CCTT, DACA41-00-C-000 (+P435)	OPA	FFP	438,000	438,000	100%	11,340	2.6%		
LVN CONTR JOC NORMANDY VILLAGE REWIRE PH 3 #6 (+LV62)	OMAFH	JOC	395,454	395,454	100%	17,828	4.5%		
WAFB, Repair Roof Fac 250, MCSA TO#136 (+W250)	OMM	JOC	310,646	310,646	100%	53,858	17.3%		
WAFB, Repair Bldg 705 for 442 (CES) TO#137 (+B705)	OMAFR	JOC	282,759	277,759	98%	23,571	8.5%		
RIL, RAILHEAD LIGHT IMPROVEMENTS, DACA41-00-D (+QP14)	OMA	FFP	273,977	272,977	100%	53,000	19.4%		
WAFB, PKG 45 (OMA) DACA45-90-C-0035 (+K54A)	OMAF	FFP	250,670	250,670	100%	0	0.0%		
WAFB CONTRACT JOC 960019 TO#129 (+WW12)	OMAF	JOC	254,137	249,137	98%	30,265	12.1%		
LVN, DEMO 27 BUILDINGS, DACA41-00-C-0014 (+1058)	OMA	FFP	212,811	212,811	100%	31,665	14.9%		
WAFB, Renovate Fac 248 Cnf Rm, MCSA TO#138 (+F248)	OMM	JOC	185,742	185,742	100%	28,061	15.1%		
WAFB CONTR JOC 960019 TO#130 R (+W130)	OMAF	JOC	178,399	175,899	99%	9,419	5.4%		
LVN, JOC TO#84 DACA41-97-D-0014/0084 (+LV84)	OMA	JOC	147,563	147,563	100%	6,686	4.5%		
LVN CONTR JOC MISC RPRS BLDG 235 #58 (+LV58)	OMA	JOC	137,845	137,845	100%	10,080	7.3%		
LVN INSTALL ELEC SERVICE MEVA GATE (+LV04)	OMA	JOC	135,049	133,752	99%	16,692	12.5%		
LVN, JOC TO#83 DACA41-97-D-0014/0083 (+LV83)	OMAFH	JOC	132,908	132,908	100%	7,460	5.6%		
LVN CONTR JOC BLDG 77 CHILLER #52 (+LV52)	OMA	JOC	107,307	107,307	100%	3,986	3.7%		
LVN, JOC TO#85 DACA41-97-D-0014/0085 (+LV85)	OMA	JOC	105,195	105,195	100%	5,230	5.0%		
LVN, JOC TO#75, Repair Tennis Courts (+LV75)	OMA	JOC	101,867	101,867	100%	8,986	8.8%		
LVN CONTR BLDG 85 FOUNDATION RPR #55 (+LV55)	OMA	JOC	99,228	99,228	100%	15,003	15.1%		
LVN JOC TO#69 DEMO GREENHOUSE/BATHHOUSE (+LV69)	OMA	JOC	96,718	96,718	100%	10,351	10.7%		
LVN CONTR JOC BCTP MASONRY RPRS #61 (+LV61)	OMA	JOC	95,838	95,838	100%	6,173	6.4%		
LVN CONTR JOC #67, FCC Kitchen (+LV67)	OMA	JOC	94,111	94,111	100%	13,790	14.7%		
LVN CONTR JOC SANTE FE WINDOWS #66 (+LV66)	OMAFH	JOC	93,909	93,909	100%	3,415	3.6%		
LVN, JOC TO#80, BLDG 605 AND 611 SCOTT (+LV80)	OMA	JOC	84,165	84,165	100%	7,408	8.8%		
LVN, JOC TO#78, MISC RENOV TO FUNSTON & MCNAI (+LV78)	OMA	JOC	79,861	79,861	100%	6,905	8.6%		
FLW, Replace Seating, DACA41-00-D-0011/0001 (+1575)	OMA	FFP	79,271	79,271	100%	3,587	4.5%		
LVN, JOC TO#79, UPGRADE FUELING SITE @ SAFF (+LV79)	OMA	JOC	78,777	78,777	100%	10,123	12.9%		
LVN, JOC TO#77, Rm 77, Bldg 77 (+LV77)	OMA	JOC	78,768	78,768	100%	6,384	8.1%		
LVN, INSTALL ELECT ROOM B, BLDG 136, DACA41-0 (+LV02)	OMA	JOC	78,103	78,103	100%	2,509	3.2%		
RIL, FORBES UST REMOVAL (+US13)	OMA	IDIQ/DO	76,809	76,809	100%	8,787	11.4%		
LVN CONTR JOC RPL BOILER BLDG 50 #60 (+LV60)	OMA	JOC	74,287	73,173	99%	2,827	3.9%		
WAFB, Repair Exhaust, Hanger 9 TO#134 (+PRH9)	OMAF	JOC	68,150	67,150	99%	9,953	14.8%		
WAFB CONTR JOC 960019 TO118 RM (+W118)	OMAF	JOC	67,155	66,155	99%	4,448	6.7%		
LVN CONTR JOC REPLACE DOORS #53 (+LV53)	OMA	JOC	65,924	65,924	100%	5,590	8.5%		

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OMA									
Kansas City									
LVN, JOC TO#76, MILL HALL, BLDG 285 (+LV76)	OMA	JOC	57,862	57,862	100%	7,091	12.3%		
LVN, JOC TO#68, RUCKER HALL, BLDG 50, MISC UP (+LV68)	OMA	JOC	57,582	57,582	100%	4,143	7.2%		
WAFB CONTR,JOC 960019 TO# 0140 (+W140)	OMA	JOC	56,076	56,076	100%	3,398	6.1%		
LVN, INTERIOR RENOV OF DCSRM (+LV03)	OMA	JOC	52,511	52,511	100%	8,239	15.7%		
LVN, POWER UPGRADE (+LV73)	OMA	JOC	46,422	46,422	100%	4,428	9.5%		
WAFB CONTR JOC 960019 TO#133 R (+W133)	OMA	JOC	44,330	43,330	98%	6,709	15.5%		
LVN, JOC TO#87 DACA41-97-D-0014/0087 (+LV87)	OMA	JOC	39,133	39,133	100%	5,783	14.8%		
LVN CONTR JOC GRANT POOL PIPING AND MONUMENT	OMA	JOC	35,544	35,544	100%	4,998	14.1%		
LVN, JOC TO#86 DACA41-97-D-0014/0086 (+LV86)	OMA	JOC	33,416	33,416	100%	6,642	19.9%		
LVN EXT PAINT 611 SCOTT (+GD8H)	OMA	JOC	32,806	32,806	100%	4,824	14.7%		
LVN, SECURITY MEASURES (+LV71)	OMA	JOC	32,535	32,535	100%	4,652	14.3%		
LVN, REPAIR #1 SCOTT (+LV74)	OMA	JOC	27,636	27,636	100%	3,603	13.0%		
LVN REPAIR WATER DAMAGED HOUSING (+1KHB)	OMA	JOC	24,670	24,420	99%	3,538	14.5%		
LVN CONTR JOC FRONTIER CONF CENTER PORCH BLDG	OMA	JOC	19,990	19,990	100%	2,877	14.4%		
LVN, UST BLDG 72 RA (OMA), DACW41-98-D-9017/0 (+39WN)	OMA	IDIQ/DO	16,906	16,906	100%	0	0.0%		
LVN CORRECT FLINT HALL DRAINAGE (+L0K9)	OMA	JOC	12,992	12,992	100%	1,979	15.2%		
LVN, SAPS, BLDG 44 (+LV72)	OMA	JOC	7,993	7,993	100%	5,355	67.0%		
LVN GRANT AVE SOCCER FIELD (+KHD8)	OMA	JOC	7,668	7,665	100%	4,039	52.7%		
LVN, PAINT MCNAIR HALL (+LV70)	OMA	JOC	4,380	4,380	100%	843	19.2%		
WAFB CONTR JOC 960019 TO#113 (+W113)	OMM	JOC	1,000	1,000	100%	0	0.0%		
Norfolk									
EUSTIS 99-D-0045 (+D457)	OMA	IDIQ/DO	3,462,955	3,367,360	97%	207,350	6.2%	3,489	0.1%
Dredging Fuel Pier Channel (+1068)	OMA	FFP	1,888,098	1,838,926	97%	45,992	2.5%		
LEE 00-0023 BARRACKS 3701 (+0023)	OMA	FFP	1,615,174	1,615,174	100%	163,853	10.1%		
DSCR 00-0043 RPR 33 I BAY CAFETERIA (+0043)	DBOF	SBN	1,421,713	1,421,713	100%	76,693	5.4%	13,006	0.9%
EUSTIS 00-0046 STORM SEWER REPAIRS (+0046)	OMA	SBN	1,351,447	1,348,609	100%	102,611	7.6%		
DSCR 97-D-0134 FIRE ALARM SYSTEM (+D134)	DBOF	IDIQ/DO	882,736	882,736	100%	30,766	3.5%		
LANGLEY 97-D-0052 (+7D52)	OMAF	IDIQ/DO	888,159	867,616	98%	61,746	7.1%		
DSCR 99-D-0045 (+D454)	DBOF	IDIQ/DO	787,032	773,032	98%	26,265	3.4%		
EUSTIS 00-0039 SHORELINE PROTECTION (+0039)	OMA	SBN	701,168	701,168	100%	33,830	4.8%	12,871	1.8%
DSCR 00-D-0047 (+D471)	DBOF	IDIQ/DO	691,798	691,798	100%	21,863	3.2%		
LANGLEY 98-D-0045 COMMISSARY ROOF #10 (+D45A)	DBOF	IDIQ/DO	521,453	516,352	99%	53,001	10.3%		
DSCR 00-0048 CLERESTORY WINDOWS (+0048)	DBOF	SBN	382,317	382,317	100%	35,271	9.2%		
LANGLEY 00-0045 SAILING CENTER SHORELINE (+0045)	OMAF	FFP	318,259	318,259	100%	26,400	8.3%		
EUSTIS 00-0049 WARWICK PIER (+0049)	OMA	FFP	284,594	284,594	100%	18,521	6.5%		
DSCR 00-0040 UPGRADE COMMUNITY CTR (+0040)	DBOF	SBN	276,051	276,051	100%	46,165	16.7%	1,988	0.7%

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OMA									
Norfolk									
STORY 98-D-0055 SAND REPLENISHMENT #13 (+D55S)	OMA	IDIQ/DO	177,718	177,718	100%	3,931	2.2%		
EUSTIS 99-D-0039 (+D394)	OMA	IDIQ/DO	175,242	175,242	100%	11,652	6.6%		
MONROE 97-D-0096 RPR PORCHES QTRS 1 #22 (+D96C)	OMA	IDIQ/DO	140,331	140,331	100%	12,279	8.7%		
LANGLEY 00-D-0047 COMMISSARY ROOM ADDN (+D472)	OMDA	IDIQ/DO	106,257	106,257	100%	1,165	1.1%		
EUSTIS 98-D-0055 METAL BUILDING #9 (+D559)	OMA	IDIQ/DO	96,823	96,823	100%	12,414	12.8%		
EUSTIS 00-P-0034 OUTDOOR REC LIFT STATION (+P034)	OMA	FFP	75,565	75,565	100%	8,268	10.9%		
STORY 96-D-0044 UST REMOVAL DO #55 (+D44S)	OMA	IDIQ/DO	75,118	75,118	100%	530	0.7%		
EUSTIS 96-D-0044 UST REMOVAL DO#54 (+D44A)	OMA	IDIQ/DO	75,118	75,118	100%	3,516	4.7%		
Schooley Hall (+D364)	OMAR	IDIQ/DO	38,841	38,841	100%	6,960	17.9%		
Omaha									
OMA (ALL OMA OPTIONS) - SPACECOM HQ, PETERSON (+4N85)	OMA	DB	2,995,429	2,879,556	96%	109,337	3.8%		
DACA67-00-D-0202 DO DK03 (+DJLC)	OMAF	IDIQ/DO	2,738,655	2,703,655	99%	109,265	4.0%	52,674	1.9%
OMA COMPLI - LF 6, FORT CARSON *SAPS (+4KBQ)	OMA	CR	2,582,361	2,551,406	99%	67,878	2.7%		
OMA - BLDG 46 STABILIZATION, FORT DES MOINES (+H300)	OMA	FFP	1,162,208	1,155,280	99%	60,373	5.2%	41,090	3.6%
OMAF - MCS FACILITY COOLING POWER REP, BUCKLE (+G243)	OMAF	IDIQ/DO	1,137,415	1,135,600	100%	67,431	5.9%		
OMAR (K) - MAINT/REPAIR USARC, BILLINGS (+LD7G)	OMAR	FFP	1,094,949	1,094,949	100%	111,445	10.2%		
OMAF ENVIR - MINUTEMAN DISMANTLEMENT (OPT 2), (+D840)	OMAF	FFP	1,035,497	1,035,497	100%	37,721	3.6%		
DACA-45-01-D-0006 DO 2 (+0816)	OMAF	IDIQ/DO	912,576	903,900	99%	62,540	6.9%		
OMAR - K-MAINT/RPR, HASTINGS USARC *SAPS (+J295)	OMAR	FFP	892,569	892,569	100%	46,574	5.2%	1,083	0.1%
DHP - DDC AT HOSPITAL CONTROLS SYS, ELLSWORTH	DHP	IDIQ/DO	587,389	587,389	100%	50,394	8.6%		
O&M COMPL - TERC SEWER LINE/OUS, ELLSWORTH AF	OMAF	CR	546,916	543,410	99%	24,604	4.5%		
OMAR - ECS #42 WASH RACK/RENOV, FORT CARSON * (+BJBK)	OMAR	IDIQ/DO	504,847	504,847	100%	10,171	2.0%		
OMA - REMOVAL OF HAZ MAT'LS BLG 4, FORT DES M (+28D3)	OMA	IDIQ/DO	447,665	447,665	100%	898	0.2%		
OMAF - HAZMAT (DOWNSCOPED), SCHRIEVER AFB *SA (+4LTL)	OMAF	IDIQ/DO	421,204	413,485	98%	57,930	14.0%		
DACA45-01-C-0005 (+C19J)	OMAR	FFP	380,000	380,000	100%	43,222	11.4%		
RDT&E - VESTIBULES FOR BLDG 700, SCHRIEVER AF (+9CCD)	RDTE	IDIQ/DO	389,195	375,165	96%	18,085	4.8%		
OMAF - MAKE-UP WATER/COOLING TOWER, BUCKLEY *	OMAF	IDIQ/DO	371,831	368,091	99%	50,313	13.7%		
DACA45-01-C-0009 (+JG9D)	OMAR	FFP	321,766	321,266	100%	50,367	15.7%	1,066	0.3%
OMAF - FLIGHT SIMULATOR ROOF REPAIR, GRAND FO (+B083)	OMAF	IDIQ/DO	320,133	320,133	100%	49,151	15.4%	308	0.1%
OMAF - BATHROOM UPGRADE, ELLSWORTH AFB, SD *S	OMAF	IDIQ/DO	303,205	303,205	100%	24,787	8.2%		
OMAR - L-MINOR CONST, HASTINGS USARC *SAPS (+9F66)	OMAR	FFP	270,449	270,449	100%	20,118	7.4%	542	0.2%
OMAR (L) - MINOR CONST USARC, BILLINGS, MT *S (+1GJ9)	OMAR	FFP	268,922	268,922	100%	51,161	19.0%		
DBOF - KC-135 APRON - VALVE REPL, GFAFB *SAPS (+4KXL)	DBOF	FFP	203,699	203,699	100%	5,280	2.6%		
OMAR - REPAIR PARKING, USARC DENVER *SAPS (+KC87)	OMAR	IDIQ/DO	176,988	176,988	100%	13,868	7.8%		
OMAF - TACAN SPT BLDG, ELLSWORTH AFB SD *SAPS (+BGK8)	OMAF	IDIQ/DO	160,960	160,960	100%	9,737	6.0%		
OMAR - MODULAR BLDGS BUTTS FIELD, FORT CARSON	OMAR	IDIQ/DO	159,317	159,317	100%	11,326	7.1%		

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OMA									
Omaha									
DBOF - SECURITY FENCE PH II DFAS, LOWRY AFB * (+8CK7)	DBOF	FFP	119,301	116,958	98%	36,306	31.0%		
OMA - REPAIR UST BLDG 9606, FORT CARSON *SAPS (+0468)	OMA	IDIQ/DO	114,262	113,126	99%	5,028	4.4%		
CAMD - FIRE SUPPRESS. SYS, PUEBLO *SAPS (+17B4)	OMA	IDIQ/DO	112,959	112,959	100%	19,669	17.4%		
OMAR - REPAIR ROOF, USARC DENVER *SAPS (+3G0C)	OMAR	IDIQ/DO	90,483	90,483	100%	17,852	19.7%		
OMAF - SECONDARY CONTAINMENT, FORT CARSON *SA	OMAF	IDIQ/DO	76,570	76,570	100%	16,575	21.6%		
DBOF - POWERHOUSE 1 FIBER GASKETS, ELLSWORTH	DBOF	IDIQ/DO	57,825	57,825	100%	7,315	12.7%		
VAV BOXES/DDC (+D240)	DHP	IDIQ/DO	28,633	28,633	100%	1,171	4.1%		
OMAF - ROAD UPGRADE-STEAMBOAT, BUCKLEY ANGB C	OMAF	IDIQ/DO	27,000	27,000	100%	1,505	5.6%		
DBOF - LCP 7&8, REPIPING/INSTALL VALVES, ELLS (+KG27)	DBOF	IDIQ/DO	26,084	26,084	100%	3,273	12.5%		
OMAR - ADAL OMS/ECS FACILITY, FORT CARSON *SA (+F224)	OMAR	FFP	22,274	22,274	100%	53,643	240.8%		
FHMA - GROUND ELEC SERVICE, FORT CARSON *SAPS	OMAFH	IDIQ/DO	18,662	18,662	100%	962	5.2%		
DACA45-99-D-0014 DO 15 (+F2L5)	OMAF	IDIQ/DO	17,121	17,121	100%	953	5.6%		
OMAF - INSTALL EXHAUST FANS, ELLSWORTH AFB, S (+HD84)	OMAF	IDIQ/DO	14,693	14,693	100%	5,781	39.3%		
OMAF - ARCHITECTURAL REV BLDG 301, SAFB *SAPS (+836C)	OMAF	IDIQ/DO	12,726	12,726	100%	1,939	15.2%		
OMAF - REPLACEMENT WINDOWS, ELLSWORTH AFB *SA	OMAF	IDIQ/DO	2,729	2,729	100%	0	0.0%		
Seattle									
00D0203, RENOVATE HANGAR 4 LEAN-TO, MCCHORD (+D203)	OMAF	FFP	1,587,685	1,587,685	100%	119,230	7.5%		
99D1018/7 TANK TRAIL UPGRADE (+98X7)	OMA	IDIQ/DO	1,227,892	1,227,892	100%	31,479	2.6%		
98D1024/6 DEMO WOOD BLDGS PHh V, FT LEWIS (+84X6)	OMA	IDIQ/DO	1,225,552	1,207,652	99%	54,274	4.5%		
00C0216 REPLACE PIT COVERS, MANCHESTER (+0216)	OMN	FFP	923,253	923,253	100%	71,379	7.7%		
97D1002/106 REN BARRACKS 3400 BLOCK, FT LEWIS (+7106)	OMA	JOC	751,538	751,538	100%	58,524	7.8%		
97D1002/0125 (+7125)	OMA	JOC	716,397	716,397	100%	19,117	2.7%		
97D1002/0124 (+7124)	OMA	JOC	705,353	705,353	100%	10,692	1.5%		
97D1002/0113 (+7113)	OMA	JOC	704,178	704,178	100%	23,842	3.4%		
97D1002/0128 (+7128)	OMA	JOC	692,769	692,769	100%	21,840	3.2%		
01D1003/0001 O&M S&A, REROOF BLDG 26 @ MISSOU (+1131)	OMAR	IDIQ/DO	616,081	616,081	100%	27,088	4.4%	4,175	0.7%
99D1018/1 ELECT SYS, RPL DIST SYS 613601, DPW (+PW01)	OMA	IDIQ/DO	606,000	606,000	100%	21,196	3.5%	1,459,385	240.8%
98D1026/16 RPL FILL & TRUCK MAT'L EQUIP, MANC (+8016)	OMN	IDIQ/DO	551,867	551,867	100%	9,374	1.7%		
97D1002/75 FIRE HYDRANT & VALVE REPLACEMENT, (+7075)	OMA	JOC	494,618	494,618	100%	37,538	7.6%		
1018007 S&A MAINT TANK UPGR@YTC,99D1018/0007 (+0187)	OMA	IDIQ/DO	454,300	454,300	100%	9,236	2.0%		
97D1002/110 EXT UPGRADE HARVEY HALL (+7110)	OMAR	JOC	430,381	430,381	100%	41,705	9.7%		
99D1018/6 RELINE SEWERS LOG CTR, DPW (+98X6)	OMA	IDIQ/DO	383,000	383,000	100%	9,787	2.6%		
01C0211 (+1211)	OMA	FFP	354,800	354,800	100%	51,953	14.6%		
00D2008/2 UTILITY IMPROVEMENTS ST MARTIN DE P (+08X2)	OMAR	IDIQ/DO	351,058	351,058	100%	36,268	10.3%		
97D1002/95 RPR NCO BLDGS 3114,5,6 (+7095)	OMA	JOC	346,583	346,583	100%	10,999	3.2%		
97D1002/2109 REPL AHU AND EF BLDG 3757, DPW (+2109)	OMA	JOC	316,752	316,752	100%	8,362	2.6%		

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Fund Category: MILCON, OMA, DERP

Fund Category/District	Fund Type	Contract Group	Current Obligation ($)	Placement During Study ($)	% Performed During Study	SA Exp During Study ($)	SA Rate	DDC Exp During Study ($)	DDC Rate
OMA									
Seattle									
00D1003/4 INSTALL DRY SPRINKLERS BLDG 12, MAN (+03X4)	OMN	IDIQ/DO	314,980	314,980	100%	17,067	5.4%	24	0.0%
97D1002/2127 UPGRADE HVAC BLDG 2003, DPW (+2127)	OMA	JOC	308,213	308,213	100%	4,228	1.4%		
00D2008 (+0020)	OMA	FFP	295,135	295,135	100%	17,978	6.1%		
00D1003 S&A RPL BLDG 1 ROOF (+1003)	OMA	FFP	212,680	212,680	100%	10,410	4.9%		
00D1039 S&A PAINT BLDGS AT MANCHESTER, 00D003 (+0039)	OMA	FFP	207,245	207,245	100%	6,597	3.2%		
97D1002/103 PROVIDE AIR CONDITIONING MANN HAL (+7103)	OMAR	JOC	190,989	190,989	100%	14,490	7.6%		
97D1002/102 REM/RPL ROOFS RELOCATE PUMP, FT L (+7102)	OMA	JOC	171,336	171,336	100%	30,961	18.1%		
97D1002/2115 REPL HVAC BLDG 2400, DPW (+2115)	OMA	JOC	168,236	168,236	100%	3,359	2.0%		
97D1002/0112, RENOVATE MANN HALL BASEMENT (+7112)	OMAR	JOC	166,849	166,849	100%	13,053	7.8%		
97D1002/105 RPL DRILL HALL WINDOWS (+7105)	OMAR	JOC	158,051	158,051	100%	35,249	22.3%		
00C0237 CLEAN/EPOXY BLDG 3422, FT LEWIS DPW (+0237)	OMA	FFP	152,526	152,526	100%	9,840	6.5%		
00D0007 S&A REHAB WATER TANK & PUMP, YAKIMA, (+0007)	OMA	FFP	147,741	147,741	100%	12,164	8.2%		
97D1002/0162 (+7162)	OMA	JOC	139,852	139,852	100%	6,084	4.4%		
00D2008/7 HEATING UPGRADE HARVEY HALL (+08X7)	OMAR	IDIQ/DO	136,142	136,142	100%	8,323	6.1%		
97-D-1002/2204 (+2204)	OMAR	JOC	135,057	135,057	100%	4,693	3.5%		
978D1002/0140 (+7140)	OMA	JOC	124,461	124,461	100%	3,954	3.2%		
00D2008 S&A VALVE/GATE INSTALL AT OILY WATER (+2813)	OMA	FFP	107,810	107,810	100%	5,143	4.8%		
97D1002/0153 (+7153)	OMAR	JOC	96,064	96,064	100%	19,877	20.7%		
97D1002/101 RPL FLOOR TILE RENTON USARC (+7101)	OMAR	JOC	87,586	87,586	100%	16,863	19.3%		
00D2008/6 SIDEWALK SPRINKLER & TRNG AREA, FT (+08X6)	OMA	IDIQ/DO	83,762	83,762	100%	7,624	9.1%	2,239	2.7%
97D1002/160 (+2002)	OMA	JOC	78,308	78,308	100%	4,381	5.6%		
00D0006 S&A LANDSCAPE IMPROVEMENT-KANDLE USA	OMAR	FFP	76,948	76,948	100%	11,199	14.6%		
97D1002/114 S&A REMODEL RECRUITING OFFICES, (+7114)	OMAR	JOC	66,252	66,252	100%	10,882	16.4%		
00D2008/5 ELECTRICAL SVC PIER 23 (+08X5)	OMN	IDIQ/DO	65,441	65,441	100%	9,399	14.4%		
97D1002/100 RPR OMS PARKING LOT USARC (+7100)	OMAR	JOC	57,603	57,603	100%	1,253	2.2%		
00D2014/2 COVER TO WWTP STG TANK, MT HOME (+04X2)	OMAF	IDIQ/DO	57,401	57,401	100%	10,238	17.8%		
00D2008 S&A RPL FIRE HYDRANTS AT MANCHESTER, (+0008)	OMA	FFP	53,374	53,374	100%	2,556	4.8%	3,582	6.7%
97D1002/0144 (+7144)	OMA	JOC	51,617	51,617	100%	3,676	7.1%		
00D2008/4 REM UNUSED OILY WASTE, MANCHESTER (+08X4)	OMN	IDIQ/DO	51,374	51,374	100%	3,698	7.2%		
01M2028 S&A RPL OUTDOOR LIGHTING JB-8 TANK AT (+1028)	OMA	FFP	48,186	48,186	100%	1,751	3.6%		
97D1002/109 RPL HIGH VOLTAGE SWITCH BADGER, Y (+7109)	OMA	JOC	45,482	45,482	100%	936	2.1%		
97D1002/0108 S&A REPAIR/REPLACE SEWER PIPE (+7108)	OMAR	JOC	38,881	38,881	100%	10,246	26.4%		
00D1003/3 BOAT RAMP MFD, MANCHESTER (+03X3)	OMN	IDIQ/DO	34,196	34,196	100%	5,019	14.7%		
98D1026/15 INSTALL NATURAL GAS SVC, MANCHESTE (+8015)	OMN	IDIQ/DO	33,958	33,958	100%	1,973	5.8%		
98D1026/13 METAL STORAGE BLDG (+8D13)	OMA	IDIQ/DO	33,958	33,958	100%	2,174	6.4%		
00D2008/00 (+0021)	OMN	IDIQ/DO	27,745	27,745	100%	2,463	8.9%		

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Projects completed at least 95% during the study.
Fund Category: MILCON, OMA, DERP

Fund Category/District	Fund Type	Contract Group	Current Obligation ($)	Placement During Study ($)	% Performed During Study	SA Exp During Study ($)	SA Rate	DDC Exp During Study ($)	DDC Rate
OMA									
Seattle									
98D1026/17 REFURBISH DAY TANK, MANCHESTER (+8017)	OMN	IDIQ/DO	23,446	23,446	100%	3,318	14.2%		
97D1002/96 MASONRY SEALING NAVY MARINE RSC (+7096)	OMN	JOC	23,278	23,278	100%	1,634	7.0%		
97D1002/2173, REPAIR ENG TANK VENT SYSTEM (+2173)	OMA	JOC	22,983	22,983	100%	1,728	7.5%		
97D1002/98 INSTAL FOOTINGS WEATHER OBSERV, YT (+7098)	OMA	JOC	18,662	18,662	100%	1,665	8.9%		
97D1002/0116 S&A REMODEL USARC RETENTION OFF (+7116)	OMAR	JOC	12,059	12,059	100%	6,120	50.7%		
97D1002/107 EXT UPGRADE SEARS HALL (+7107)	OMAR	JOC	9,286	9,286	100%	8,929	96.2%		
Total for OMA			121,294,194	120,284,695	99%	9,144,764	7.6%	1,652,538	
DERP									
Honolulu									
A103-RPR LANDFILL CVR DERP (+9038)	DERP	IDIQ/DO	237,471	234,725	99%	3,914	1.7%		
Kansas City									
LVN, DRAIN LAKE RG, DACW41-01-D-0027/0001 (+H99D)	FUDS	IDIQ/DO	394,404	374,733	95%	38,249	10.2%		
RIL, FILL PLACEMENT, SW FUNSTON LANDFILL (DER (+1ZWX)	DERP	IDIQ/DO	241,115	241,115	100%	2,037	0.8%		
Omaha									
IRP - LTO OU 1,2,4,11&FRA/RA OU11/20, ELLSWOR (+458B)	DERP	CR	1,822,975	1,748,803	96%	21,990	1.3%		
IRPF - U/LV SOIL REMOVAL, DENVER *SAPS (+4856)	DERP	CR	905,527	883,099	98%	38,037	4.3%		
FUDS - UST REMOVAL, OLIVIA, MN *SAPS (+L346)	FUDS	FFP	27,052	27,052	100%	2,267	8.4%		
FUDS - REMOVAL OF TWO OPEN DUMPS, BUCKLEY *SA	FUDS	FFP	17,743	17,743	100%	24,038	135.5%		
FUDS - UST REMOVAL, LAKE ANDES, SD *SAPS (+094L)	FUDS	FFP	15,893	15,893	100%	6,791	42.7%		
FUDS - UST REMOVAL, PICKSTOWN, SD * SAPS (+0CK1)	FUDS	FFP	15,313	15,313	100%	9,475	61.9%		
FUDS - UST REMOVAL, BROOKS, WI *SAPS (+1840)	FUDS	FFP	10,817	10,817	100%	3,098	28.6%		
FUDS - UST REMOVAL, TOMAH, WI *SAPS (+4095)	FUDS	FFP	10,617	10,617	100%	5,491	51.7%		
Seattle									
00C0235 TRENCHING/DRUM REMOVAL, FT LEWIS (+0235)	IRPR	FFP	822,907	822,907	100%	86,421	10.5%		
Total for DERP			4,521,835	4,402,818	97%	241,808	5.5%		

EXHIBIT 3

Individual Project Budgets versus S&A Expenses

Budget vs. Actual S&A Expenses on Projects with Budgets

Fund Category/District	Fund Type	Contract Group	SA Rate	% Performed During Study	SA Exp During Study ($)	Budget ($)	Variance ($)
MILCON							
Kansas City							
WAFB, B-2 LO Observable Restoration Fac, DACA (+02N3)	MCAF	FFP	4.4%	98%	1,142,820	1,053,895	88,925
RIL, Barracks 1st BDE, PH 3A2, DACA41-00-C-00 (+1656)	MCA	FFP	2.9%	94%	593,714	1,213,263	-619,549
LVN, WATER TREATMENT PL (+2372)	MCA	FFP			13,321	580,937	-567,616
FLW, AIRFIELD IMPROVEMENT, (+3371)	MCA	DB	12.7%	95%	178,315	238,646	-60,331
MAFB, KC-135 Squad Ops/AMU, DACA41-00-C-0007 (+5020)	MCAF	FFP	9.7%	80%	596,549	604,452	-7,903
RIL, ADVANCED WASTEWATER TREATMENT FACILITY, (+5230)	MCA	FFP			7,383	889,745	-882,362
MAFB, APPROACH LIGHTING SYSTEM, DACA41-01-C-0 (+027A)	MCAF	FFP	9.5%	100%	172,592	114,047	58,545
Norfolk							
EUSTIS 00-0035 BKS PH 3 (+0035)	MCA	FFP	2.8%	92%	918,414	65,880	852,534
MONROE 98-D-0055 #7 RENEW FH PHASE 3 (+D557)	AFH	IDIQ/DO			0	9,493	-9,493
MONROE 98-D-0055 #7 RENEW FH PHASE 3 (+D285)	AFH	IDIQ/DO			0	9,493	-9,493
LANGLEY 97-0044 HQ ACC FACILITY (+7044)	MCAF	FFP	84.1%	100%	99,355	5,755	93,600
LANGLEY 00-0033 FY-00 DORMITORY (+0033)	MCAF	FFP	5.6%	100%	360,423	51,618	308,805
EUSTIS 00-0032 EDUCATION CENTER (+0032)	MCA	FFP	5.5%	98%	240,121	46,216	193,905
LEE 00-0025 HARRISON VILLA PHASE 3 (+0025)	AFH	DB	3.6%	95%	244,047	54,207	189,840
LANGLEY 00-0022 FY-00 IMPR HISTORICAL HSG (+0022)	MCAFFH	FFP	12.8%	97%	419,920	26,631	393,289
EUSTIS 99-0075 PHYSICAL FITNESS CENTER (+9075)	MCA	DB	5.3%	82%	205,167	26,544	178,623
Omaha							
MCA - MOBIL. WAREHOUSE, FORT CARSON *SAPS (+3LV0)	MCA	FFP	5.4%	99%	209,851	193,927	15,924
MCAF - DORM II, PETERSON AFB, *SAPS (+522F)	MCAF	IDIQ/DO	2.1%	85%	162,860	445,645	-282,786
MCAF - UPGRADE ACADEMIC FAC.,PH III, USAFA *S (+287D)	MCAF	FFP	4.1%	98%	566,493	635,007	-68,514
MCAF - PHYSICAL FITNESS CENTER, SCHRIEVER *SA (+2X01)	MCAF	FFP	9.5%	91%	341,935	195,517	146,418
DACA45-00-D-0002 DO 2 (+3305)	PBS	IDIQ/DO	59.5%	100%	7,485	47,243	-39,758
PAA - REPLACE HVAC @ LINE 1 LABS, IAAP, IA *S (+3PPN)	PBS	IDIQ/DO	19.5%	100%	72,648	3,180	69,468
MCAF - CHILD DEVELOPMENT CTR, SCHRIEVER AFB * (+3W9T)	MCAF	IDIQ/DO	6.1%	100%	418,389	285,140	133,249
00-MCA (+4K2D)	MCA	FFP	4.6%	84%	973,722	899,114	74,608
BRAC MILCON - BLDG 401 DOOR/WINDOW, SHRIEVER (+4P13)	BRAC	IDIQ/DO	19.2%	100%	6,412	1,590	4,822
MCAF - FIRE/CRASH RESCUE STATION, PETERSON AF (+79FJ)	MCAF	FFP	4.0%	95%	248,508	316,357	-67,849
BRAC - REPLACE CURRENT TRANSFORMERS BLD 600,	BRAC	IDIQ/DO	19.1%	100%	1,845	583	1,262
MCAR - ADAL OMS/ECS FACILITY, FORT CARSON *SA (+6GCJ)	MCAR	FFP	11.7%	99%	166,989	69,006	97,983
MCAF - CONSOL. EDUCATION FAC., EAFB *SAPS (+JJ6L)	MCAF	DB	4.9%	98%	478,563	449,756	28,807
MCAF - SOUND ATTENTUATOR, USAFA CO. *SAPS (+JF57)	MCAF	IDIQ/DO	14.7%	100%	6,688	2,385	4,303
MCA - PARTITIONS FOR TRAIN'G AREA, FORT CARSO (+H43H)	MCA	IDIQ/DO	3.5%	87%	2,695	4,643	-1,948
BRAC - SITE SECURITY UPGRADE, BENNETT ANG *SA (+BHK8)	BRAC	IDIQ/DO	10.2%	100%	2,986	2,650	336

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Budget vs. Actual S&A Expenses on Projects with Budgets

Fund Category/District	Fund Type	Contract Group	SA Rate	% Performed During Study	SA Exp During Study ($)	Budget ($)	Variance ($)
MILCON							
Omaha							
MCAF - SBIRS PERM POWER CONNECTION, BUCKLEY *	MCAF	IDIQ/DO	4.1%	100%	18,430	3,180	15,250
OMA							
Kansas City							
LVN, REPL SIDING AND ROOF (RG), DACA41-00-D-0 (+73LH)	OMA	FFP	15.6%	98%	230,436	114,271	116,165
Norfolk							
EUSTIS 98-D-0055 METAL BUILDING #9 (+D559)	OMA	IDIQ/DO	12.8%	100%	12,414	20,692	-8,278
DSCR 99-D-0045 (+D454)	DBOF	IDIQ/DO	3.4%	98%	26,265	27,631	-1,366
DSCR 97-D-0134 FIRE ALARM SYSTEM (+D134)	DBOF	IDIQ/DO	3.5%	100%	30,766	28,407	2,359
EUSTIS 00-0049 WARWICK PIER (+0049)	OMA	FFP	6.5%	100%	18,521	9,971	8,550
DSCR 00-0048 CLERESTORY WINDOWS (+0048)	DBOF	SBN	9.2%	100%	35,271	2,558	32,713
EUSTIS 00-0046 STORM SEWER REPAIRS (+0046)	OMA	SBN	7.6%	100%	102,611	4,018	98,593
LANGLEY 00-0045 SAILING CENTER SHORELINE (+0045)	OMAF	FFP	8.3%	100%	26,400	4,642	21,758
MONROE 97-D-0096 RPR PORCHES QTRS 1 #22 (+D96C)	OMA	IDIQ/DO	8.7%	100%	12,279	2,795	9,484
DSCR 00-0042 ODS PROJECT MECH (+0042)	OMDA	FFP	8.1%	93%	103,803	5,688	98,115
EUSTIS 99-D-0045 (+D457)	OMA	IDIQ/DO	6.2%	97%	207,350	23,628	183,722
EUSTIS 00-0039 SHORELINE PROTECTION (+0039)	OMA	SBN	4.8%	100%	33,830	16,557	17,273
MONROE 00-0030 QUARTERS 119 (+0030)	OMAFH	FFP	13.8%	90%	166,536	35,185	131,351
LEE 00-0023 BARRACKS 3701 (+0023)	OMA	FFP	10.1%	100%	163,853	30,858	132,995
DSCR 00-0043 RPR 33 I BAY CAFETERIA (+0043)	DBOF	SBN	5.4%	100%	76,693	8,875	67,818
EUSTIS 00-P-0034 OUTDOOR REC LIFT STATION (+P034)	OMA	FFP	10.9%	100%	8,268	4,700	3,568
EUSTIS 99-D-0039 (+D394)	OMA	IDIQ/DO	6.6%	100%	11,652	11,859	-207
Omaha							
OMAF - CORRECT POWER SYSTEM GROUND, SCHRIEVER	OMAF	IDIQ/DO	4.7%	93%	21,640	20,935	705
OMAR - K-MAINT/RPR, HASTINGS USARC *SAPS (+J295)	OMAR	FFP	5.2%	100%	46,574	47,864	-1,290
OMAF - ANTENNA POWER CONNECTION, BUCKLEY *SAP	OMAF	IDIQ/DO	11.5%	80%	40,285	16,218	24,067
OMAF - HAZMAT (DOWNSCOPED), SCHRIEVER AFB *SA (+4LTL)	OMAF	IDIQ/DO	14.0%	98%	57,930	19,663	38,267
OMA - BLDG 46 STABILIZATION, FORT DES MOINES (+H300)	OMA	FFP	5.2%	99%	60,373	8,777	51,597
DBOF - KC-135 APRON - VALVE REPL, GFAFB *SAPS (+4KXL)	DBOF	FFP	2.6%	100%	5,280	419,725	-414,445
OMAF - REPLACEMENT WINDOWS, ELLSWORTH AFB *SA	OMAF	IDIQ/DO	0.0%	100%	0	9,540	-9,540
OMA COMPLI - LF 6, FORT CARSON *SAPS (+4KBQ)	OMA	CR	2.7%	99%	67,878	114,862	-46,984
OMAF - MCS FACILITY COOLING POWER REP, BUCKLE (+G243)	OMAF	IDIQ/DO	5.9%	100%	67,431	34,535	32,896
OMAR - ADAL OMS/ECS FACILITY, FORT CARSON *SA (+F224)	OMAR	FFP	240.8%	100%	53,643	69,006	-15,363
DACA67-00-D-0202 DO DK03 (+DJLC)	OMAF	IDIQ/DO	4.0%	99%	109,265	219,440	-110,175
OMAF COMPLI - SEWER LINE REHAB/UST REMOVAL, E (+4MM8)	OMAF	CR	2.4%	95%	18,199	53,419	-35,220

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Budget vs. Actual S&A Expenses on Projects with Budgets

Fund Category/District	Fund Type	Contract Group	SA Rate	% Performed During Study	SA Exp During Study ($)	Budget ($)	Variance ($)
OMA							
Omaha							
OMAR (K) - MAINT/REPAIR USARC, BILLINGS (+LD7G)	OMAR	FFP	10.2%	100%	111,445	76,190	35,255
OMAF COMPLI - LF 6, FORT CARSON *SAPS (+3VQ3)	OMAF	CR	1.8%	81%	40,707	55,714	-15,006
OPAF (ALL OPAF OPTIONS) - SPACECOM HQ, PETERS (+7H7G)	OPAF	DB	1.7%	84%	76,237	899,114	-822,877
OMAF - MAKE-UP WATER/COOLING TOWER, BUCKLEY *	OMAF	IDIQ/DO	13.7%	99%	50,313	10,918	39,395
RDT&E - VESTIBULES FOR BLDG 700, SCHRIEVER AF (+9CCD)	RDTE	IDIQ/DO	4.8%	96%	18,085	24,006	-5,921
OMAF - SECONDARY CONTAINMENT, FORT CARSON *SA	OMAF	IDIQ/DO	21.6%	100%	16,575	3,869	12,706
DACA45-01-C-0011 (+C20B)	OMAFR	FFP	7.0%	94%	24,467	37,265	-12,798
OMA - REMOVAL OF HAZ MAT'LS BLG 4, FORT DES M (+28D3)	OMA	IDIQ/DO	0.2%	100%	898	3,715	-2,817
OMAR - L-MINOR CONST, HASTINGS USARC *SAPS (+9F66)	OMAR	FFP	7.4%	100%	20,118	47,864	-27,746
OMAR - MODULAR BLDGS BUTTS FIELD, FORT CARSON	OMAR	IDIQ/DO	7.1%	100%	11,326	7,526	3,800
OMAR (L) - MINOR CONST USARC, BILLINGS, MT *S (+1GJ9)	OMAR	FFP	19.0%	100%	51,161	76,190	-25,029
DACA45-01-D-0006 DO 3 (+5HBG)	OMA	IDIQ/DO	6.4%	92%	29,160	1,000	28,160
OMAF - TACAN SPT BLDG, ELLSWORTH AFB SD *SAPS (+BGK8)	OMAF	IDIQ/DO	6.0%	100%	9,737	3,869	5,868
O&M COMPL - TERC SEWER LINE/OUS, ELLSWORTH AF	OMAF	CR	4.5%	99%	24,604	50,099	-25,494
OMA - REPAIR UST BLDG 9606, FORT CARSON *SAPS (+0468)	OMA	IDIQ/DO	4.4%	99%	5,028	6,996	-1,968
OMAR - REPAIR PARKING, USARC DENVER *SAPS (+KC87)	OMAR	IDIQ/DO	7.8%	100%	13,868	8,109	5,759
DERP							
Omaha							
IRP - GRUBER'S GROVE DREDGING OPS, BADGER AAP (+731D)	DERP	CR	3.4%	87%	163,806	59,165	104,641
DACW45-94-D-0001/0043 (+065F)	IRP	CR	2.4%	82%	29,409	116,682	-87,273
IRP - PROPELLANT BURN'G GRD, BADGER AAP *SAPS (+4K6H)	DERP	CR	2.6%	82%	50,992	59,165	-8,173

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EXHIBIT 4

All USACE Districts S&A Gains and Losses for FY98 through FY02

MILCON, OMA, and DERP Gain/Loss – All USACE Organizations By Organization

	30-Sep-98	30-Sep-99	30-Sep-00	30-Sep-01	30-Sep-02
MILCON - GAIN/LOSS					
HNC	$240,374	$46,395	-$1,643	$0	$0
LRC	$0	$0	$0	$0	$0
LRL	$91,297	$1,140,293	$674,837	-$203,315	-$545,020
MVR	$0	-$26,872	$78,658	-$46,855	$9,869
NAB	-$675,585	$89,987	-$121,031	-$277,222	-$355,272
NAE	$0	$258,707	-$36,014	-$30,207	$335,821
NAN	$467,696	$569,697	$389,533	$64,438	$210,118
NAO	$44,402	$43,736	$532,844	$337,535	$244,717
NAP	-$21,110	-$141,258	-$254,660	-$161,513	-$259,307
NAU	$257,689	$90,197	$391,417	$20,220	-$62,351
NWK	$3,896,952	$1,180,944	-$669,057	-$874,966	-$1,620,308
NWO	$372,352	$292,404	$216,952	-$584,951	-$386,002
NWS	$2,062,169	$790,996	$123,975	-$54,251	-$1,461,866
POA	-$56,764	-$42,679	$105,313	-$932,794	-$1,405,851
POF	$335,226	$351,980	$2,511,195	$2,764	-$1,024,214
POH	-$22,801	-$123,654	$2,013,794	-$337,209	$313,372
POJ	$2,248	$43,729	$55,906	$919	$75,313
SAJ	$26,055	$0	$3,016	$0	$0
SAM	$543,049	$63,863	$93,847	-$238,340	$592,157
SAS	$429,632	$85,331	$516,118	$623,897	-$138,204
SAW	$0	$0	$0	$0	$0
SPA	-$92,879	$510,347	-$156,729	-$200,663	-$353,760
SPK	$444,562	$304,934	$292,346	-$287,986	-$416,481
SPL	-$915,003	$154,427	$145,055	-$436,409	-$524,183
SWF	-$495,401	$250,842	$778,748	$246,184	$198,576
SWL	-$45,312	-$49,385	$14,636	-$276,194	-$96,801
SWT	$192,225	$14,488	$203,637	-$329,414	$91,588
TAC	-$328,916	$761,157	-$696,873	-$279,993	-$112,604
TOCO	-$289,061	-$57,168	-$104,204	-$55,988	-$280,433
CUM GAIN/LOSS FY98 BASE	$6,463,096	$13,066,534	$20,168,150	$15,855,837	$8,884,712

OMA - GAIN/LOSS					
HNC	$0	$0	$0	$0	$0
LRC	$0	$0	$0	$0	$0
LRL	$81,982	$580,154	-$44,001	$124,792	-$605,181
MVK	$0	$0	$0	$0	$0
NAB	$297,001	$54,891	-$11,713	-$145,286	-$95,408
NAE	$594,405	-$1,984	-$229,395	-$325,730	-$392,562
NAN	-$75,191	$106,146	$76,230	$33,446	$9,335
NAO	-$1,423	$43,832	$125,429	-$142,912	-$445,953
NAP	$13,159	$70,168	$70,055	$8,261	-$59,386
NAU	$69,114	$285,789	-$735,072	-$14,857	$96,208
NWK	-$112,813	$159,116	$63,880	-$183,788	-$465,513
NWO	$354,040	$37,445	-$32,597	$780	$20,296

MILCON, OMA, and DERP Gain/Loss – All USACE Organizations By Organization

	30-Sep-98	30-Sep-99	30-Sep-00	30-Sep-01	30-Sep-02
NWS	-$379,338	$116,625	$162,042	-$476,700	$21,011
POA	$6,576	$24,503	$501,345	$120,481	$702,066
POF	$251,185	$289,957	$376,168	$1,226,250	$76,913
POH	-$14,187	-$51,331	$411,388	-$2,089,670	-$1,816,659
POJ	$87,389	$458,138	$3,561	-$5,901	-$3,271
SAJ	$464,968	-$1,195,945	$16,863	$6,399	$221,799
SAM	$66,719	-$916,982	$26,342	-$409,687	-$750,579
SAS	$89,955	$4,922	-$317,960	$304,973	-$158,928
SAW	$0	$107,174	$247,458	$120,840	$253,838
SPA	$12,807	$107,138	$33,624	-$194,616	-$118,255
SPK	$2,303,914	$243,617	$309,194	$55,433	$210,970
SPL	-$785,705	$478,661	$96,357	-$267,324	-$902,377
SWF	-$341,545	-$142,884	$286,564	$19,016	-$843,468
SWL	$5,123	$33	$70,868	-$20,213	-$15,674
SWT	$150,986	$134,050	$99,975	-$447,208	$34,264
TAW	$338,820	-$393,097	$163,136	-$15,012	$266,563
TOCO	-$350,000	-$154,773	$0	$0	$0
CUM GAIN/LOSS FY98 BASE	$3,127,941	$3,573,304	$5,343,046	$2,624,813	-$2,135,137
DERP - GAIN/LOSS					
HNC	$0	$0	$0	$0	$0
LRC	$0	$0	$0	$0	$0
LRL	-$2,579	$502,464	$576,509	-$141,978	$39,198
MVK	$0	$0	$0	$0	$0
NAB	-$261,351	-$26,369	$32,564	$8,009	-$69,011
NAE	-$432,303	-$241,715	-$75,672	$699,668	$171,141
NAN	$15,615	-$150,776	-$282,914	$32,836	-$28,632
NAO	$5	-$59,441	$5,362	-$41,338	$29,413
NAP	-$4,024	-$14,163	$2,935	$1,100	$169,848
NAU	$0	$0	$0	$0	$0
NWK	$416,432	$1,191,629	$303,342	$10,935	-$11,721
NWO	-$114,852	-$26,174	-$448,979	$750,011	$475,934
NWS	$105,980	$8,456	$11,064	-$62,813	$42,895
POA	$111,952	$49,969	$115,291	$7,179	$684,408
POF	$0	$0	$0	$48,089	$1,360
POH	-$275	$1,686	$399	$16,290	$42,218
POJ	$0	$0	$4,566	-$4,566	$0
SAJ	-$112,621	-$46,540	-$88,207	$53,635	-$37,061
SAM	-$88,710	-$22,064	-$242,668	$299,643	-$40,889
SAS	$25,416	$3,888	$91,213	$35,535	-$86,833
SAW	$0	$0	$0	$0	$0
SPA	$18,445	$285,101	$159,075	$61,603	$79,604
SPK	-$1,881,364	-$159,925	-$317,113	$14,376	-$35,664
SPL	-$115,666	-$51,304	$61,237	$27,435	$101,872
SWF	$114,353	-$130,684	$28,834	-$34,092	$144,344
SWL	$9,721	$36,827	$10,556	$0	$0

MILCON, OMA, and DERP Gain/Loss – All USACE Organizations By Organization

	30-Sep-98	30-Sep-99	30-Sep-00	30-Sep-01	30-Sep-02
SWT	$265,219	$118,610	$188,321	$31,282	-$52,461
TAW	$0	$0	$0	$0	$0
CUM GAIN/LOSS FY98 BASE	-$1,930,607	-$661,132	-$525,416	$1,287,424	$2,907,388

Not adjusted for:

FY01 MILCON SAPS costs $544,175

FY02 MILCON SAPS costs $394,000

FY01 MILCON Other $295,005

Accounting Errors

Other adjustments and transfers